

REVISED STANDARD JOINT PROGRAMME DOCUMENT

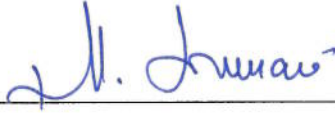
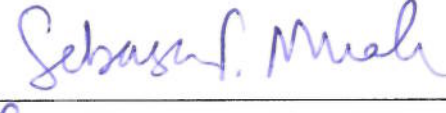


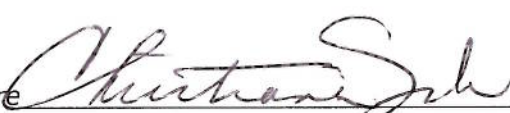

Country: LIBERIA

Programme Title: JUSTICE AND SECURITY JOINT PROGRAMME (JSJP)

Joint Programme Outcome(s): Enhanced access to justice and security at regional and county levels in preparation for UNMIL transition

<p>Programme Duration: 2011-2014</p> <p>Anticipated start /end dates: 12/2011 - 9/2014</p> <p>Managing or Administrative Agent: UNDP/UNOPS</p>	<p>Total estimated budget*: USD 145,473,748</p> <p>Out of which:</p> <p>1. Funded Budget: USD 56,348,553</p> <p>2. Unfunded budget: USD 89,125,195</p> <p><small>* Total estimated budget includes both programme costs (including staffing) and indirect support costs (7%).</small></p>																				
<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left;">Sources of funded budget</th> <th style="text-align: right;">Amount (USD)</th> </tr> </thead> <tbody> <tr> <td>Bilateral donors</td> <td style="text-align: right;">34,241,310</td> </tr> <tr> <td>PBF</td> <td style="text-align: right;">15,234,127</td> </tr> <tr> <td>Government of Liberia</td> <td style="text-align: right;">2,092,000</td> </tr> <tr> <td>UNDP Core funding</td> <td style="text-align: right;">1,960,000</td> </tr> <tr> <td>World Bank</td> <td style="text-align: right;">1,900,000</td> </tr> <tr> <td>UNMIL Core funding</td> <td style="text-align: right;">820,000</td> </tr> <tr> <td>NGOs</td> <td style="text-align: right;">51,116</td> </tr> <tr> <td>UNICEF</td> <td style="text-align: right;">50,000</td> </tr> <tr> <td>TOTAL</td> <td style="text-align: right;">56,348,553</td> </tr> </tbody> </table>		Sources of funded budget	Amount (USD)	Bilateral donors	34,241,310	PBF	15,234,127	Government of Liberia	2,092,000	UNDP Core funding	1,960,000	World Bank	1,900,000	UNMIL Core funding	820,000	NGOs	51,116	UNICEF	50,000	TOTAL	56,348,553
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Co-chairs of the Joint Steering Committee

<p>Senior UN Representative</p> <p>Name of Senior UN Representative: Moustapha Soumaré</p> <p>Signature <u></u></p> <p>Title: Deputy Special Representative of the Secretary General for Recovery and Governance (DSRSG(R&G)/RC and Resident Coordinator</p> <p>Date & Seal <u>3/12/2011</u></p>	<p>Representative of National Authority</p> <p>Name of Government Counterpart: Amara M. Konneh</p> <p>Signature <u></u></p> <p>Title: Minister of Planning and Economic Affairs - National Coordinator Liberia Reconstruction and Development Committee (LRDC)</p> <p>Date & Seal</p>
<p>Recipient UN Organization (s)</p> <p>Name of Representative: Dominic Sam – Country Director</p> <p>Signature <u></u></p>  <p>Name of Agency: United Nations Development Programme (UNDP)</p> <p>Date & Seal <u>2/12/11</u></p>	<p>National Implementing Partner (s)</p> <p>Name of Head Partner: Cllr. Christiana Tah, Minister/Attorney General</p> <p>Signature <u></u></p> <p>Name of Institution: Ministry of Justice (MOJ), Republic of Liberia</p> <p>Date & Seal <u>12-1-11</u></p>
<p>Peacebuilding Support Office (PBSO)</p> <p>Name of Representative:</p> <p>Signature _____</p> <p>Name of Institution: Peacebuilding Support Office, NY</p> <p>Date & Seal</p>	<p>Name of Head Partner: His Honor Johnnie N. Lewis, Chief Justice</p> <p>Signature <u></u></p> <p>Name of Institution: Supreme Court of Liberia – Judicial Branch</p> <p>Date & Seal <u>2.12.2011</u></p>

Recipient UN Organization (s)

Name of Representative:
Lakis Papastavrou, Country Manager

Signature: 

Name of Agency:
United Nations Office for Project Services (UNOPS)

Date & Seal 02/12/2011



1. Executive Summary

This Justice and Security Joint Programme (JSJP) is a three year programme between the Government of Liberia (GoL) and the international community, based on the Liberia Peacebuilding Programme (LPP) which was developed by and amongst the GoL, the United Nations and national and international partners in May 2011. The JSJP builds on the LPP and the Peace Building Commission (PBC) Priority Plan for Liberia which was concluded on 26 January 2011. The programme will benefit from financial support from the Peace Building Fund (PBF), but the scope of the programme goes beyond that which can be directly funded under a financial allocation from the PBF solely and rather aims to respond to the key peacebuilding gaps in Liberia that fall under the rubric of rule of law and security sector reform – two of the three priorities for PBC engagement in Liberia (the other being national reconciliation).

In preparation for UNMIL transition the JSJP proposes a catalytic initiative to enhance access to justice and security at the regional and county levels with the development of five regional justice and security hubs, in addition to the provision of justice and security services that are urgently required. The vision behind the hubs is to provide a decentralized and holistic approach to security and justice service delivery and a means by which national agencies can provide effective security in preparation for UNMIL's transition. The holistic approach to the hubs envisions a balanced strengthening of justice and security institutions - law enforcement, the courts, state prosecution and defense, and corrections - both in terms of capacity and infrastructure; the enhancement of linkages between these institutions; and the development of relationships between the institutions and the communities they serve.

The engagement between the Government of Liberia and the international community is based on the following principles: national ownership and leadership; international partnership in support of national efforts; and joint responsibility. The implementation of the outputs contained in this programming document will, in all cases, be led by the Government of Liberia. The Government assumes the core responsibility for implementing strategic action plans, achieving the outcomes and outputs identified in this document, and carrying out monitoring and evaluation activities to ensure adequate progress, oversight and adjustment of projects as may be needed.

The Justice and Security Programme hopes to achieve four main outputs:

- Infrastructure, equipment, and other logistics for the effective performance of the regional hubs put in place;
- Justice and security service providers able to provide fair and accountable professional services;
- Justice and security service providers are responsive to local community concerns; and
- Legal and policy frameworks in place that enable national authorities to better perform their duties in the justice and security sector.

The results and resources framework of this document captures the priorities of the Government of Liberia as set forth in the LPP, the JSTF, as well as its own Strategic Plans. It also endeavors to capture the contributions being made financially by bilateral donors and international entities, as well as those non-financial/in-kind contributions made/planned by the GoL as well as UN entities, like UNMIL. It is the goal of this results framework to be the overarching document for the next three years in the justice and security field – with an eye towards providing coherence and coordination to assistance in order to maximize the impact on the ground.

The intended beneficiaries of the programme are the justice and security institutions and the people of Liberia, who will benefit from more effective, responsive, and accountable justice and security service delivery.

2. Situation Analysis

This Justice and Security Joint Programme (JSJP) is a three year programme between the Government of Liberia (GoL) and the international community, based on the Liberia Peacebuilding Programme (LPP) which was developed by and amongst the GoL, the United Nations and national and international partners in May 2011. The JSJP builds on the LPP and the Peace Building Commission (PBC) Priority Plan for Liberia which was concluded on 26 January 2011. The programme will benefit from financial support from the Peace Building Fund (PBF), but the scope of the programme goes beyond that which can be directly funded under a financial allocation from the PBF solely and rather aims to respond to the key peacebuilding gaps in Liberia that fall under the rubric of rule of law and security sector reform – two of the three priorities for PBC engagement in Liberia (the other being national reconciliation).

The Government of Liberia is committed to safeguarding peace and security for its people, restoring confidence in the justice system, and promoting national reconciliation. In recent years, the Republic of Liberia has witnessed a series of successes that demonstrate the national effort to rally together and rebuild the country into a nation that is secure, peaceful and prosperous for all. Liberia has also begun to lay the foundation for addressing the causes and consequences of the 14-year conflict, through looking at existing cleavages in society, enhancing political participation and fostering a sense of national unity.

Although the healing and rebuilding process takes considerable time, many are convinced that the ideals of this nation are gradually being restored. This recovery process is guided by the Liberia Poverty Reduction Strategy (PRS), developed in 2008, which sets the highest priorities for the country to which all others must align. These priorities, defined by the Government, are as follows:

- To firmly establish a stable and secure environment across Liberia;
- To be on an irreversible path toward rapid, inclusive and sustainable growth and development;
- To rebuild the capabilities of and provide new opportunities for Liberia's greatest asset – its people; and
- To establish responsible institutions of justice, security, human rights, and governance.

Delivering on these four priorities requires the strong commitment of all government actors, their partners, the private sector and civil society organizations, and – most importantly – it requires the dedicated leadership and continuous engagement of the hearts and minds of the Liberian people.

Since the signing of the Comprehensive Peace Agreement (CPA) in August of 2003 and the inauguration of a democratically-elected Government in 2006, the Government of Liberia and its people – with steadfast and committed support from the United Nations and the international community – have made significant progress in recovery and peacebuilding in the country. The United Nations has played a crucial stabilizing and enabling role in facilitating the recovery effort, both through the United Nations Mission in Liberia (UNMIL) and the various resident agencies that are increasingly well-coordinated to enable the Government of Liberia to consolidate peace and development. In addition, the United Nations Development Assistance Framework (UNDAF) is fully aligned with the Poverty Reduction Strategy (PRS), thereby providing a seamless channel for supporting development assistance.

International partners have also played a critical role in supporting the reform agenda. International partners have done so by aligning support to the PRS and by coordinating effectively on the ground. International partners and the Government have also established a Justice and Security Trust Fund (JSTF), administered by the United Nations Development Programme (UNDP), which allows for multi-donor contributions to support the implementation of justice and security sector priorities. The

donor community has also recently established a justice and security sub-group in order to ensure effective donor coordination in line with the *Paris Principles* and so as to support justice and security initiatives.¹

Strong government political will for reform has made the work of the United Nations and International Partners more effective. Overall, the Government of Liberia has made considerable progress in reforming the security sector. A National Security Strategy for the Republic of Liberia was put in place, alongside an implementation framework in 2008: the Liberia National Police (LNP) has received considerable support and today there are over 4,000 trained LNP officers (including the Emergency Response Unit (ERU) and the Police Support Unit (PSU) deployed across the country. With support from the US Government, the Armed Forces of Liberia (AFL) is undergoing a comprehensive reform process. While support for the reform of the Bureau of Immigration and Naturalization (BIN) and the Bureau for Corrections and Rehabilitation (BCR) has been at a more modest level, considerable progress has been made in term of training and infrastructural development.

The Government, with support from development partners, has also ensured progress in justice sector reform. The establishment of the Judicial Institute has allowed for the development of standardized training curricula and the training of justice sector personnel, including 61 magistrates who have recently graduated from a one-year training programme and are awaiting deployment, as well as 15 probation officers. Through the PBF and other funding sources, efforts are being made to recruit and deploy legally qualified state prosecutors and public defenders and targeted initiatives to develop the capacity of these officers are ongoing. There has also been progress in strengthening access to justice in rural areas with the construction of a number of magistrate courts. The Ministry of Justice has made considerable progress in establishing and leading a Pre-trial Detention Task Force. The Task Force has developed guidelines to facilitate the reduction of the high rate of pre-trial detention cases in Liberia's prisons, a source of concern for the Government of Liberia and its international partners.

The establishment of Criminal Court 'E' to hear sensitive cases involving Sexual and Gender Based Violence (SGBV) crimes as well as a Specialized SGBV Prosecution Unit has made significant inroads in addressing the high incidence of such violence in Liberia. The work of civil society organizations, working in partnership with the MOJ to provide critically-needed legal awareness, legal information, and legal advisory services to rural and poor communities is commendable; yet comprehensive coverage throughout all areas of the country is lacking.

Strides with respect to addressing access to justice shortcomings in the legal system have been made and efforts have been ongoing since 2009, including regional and national consultations, with a view towards harmonizing the customary and statutory legal systems. Moreover, activities to build the institutional capacity within the justice arena have been undertaken, such as support to the Human Rights Unit of the Ministry of Justice. Significantly, in terms of the independence of the judiciary, judicial budgetary independence has been secured. Progress has also been made in rationalizing court staffing and personnel, and the development of a record keeping and case management system for the judiciary. Similar efforts are currently ongoing within the Ministry of Justice.

Remaining challenges are numerous, though very well understood by government, international partners and the UN. Extending the rule of law – including access to justice, improved capacity of justice and security sector institutions, and justice sector service delivery – beyond Monrovia and a small number of county-level urban areas remains challenging due to limited state capacity, porous borders and capacity gaps. It is also acknowledged that a functioning, credible, transparent and reliable rule of law system is a critical and indispensable requirement for economic prosperity and

¹ See Annex III for overview of donor support in the area of justice and security.

lasting peace and security. Transnational crime, in the form of trafficking and circulation of arms, is equally challenging the Liberian justice system and, as evidenced in the sub-region, has serious potential to increase, particularly in the area of drug trade. In addition, as peace continues to flourish in Liberia, children and youth constitute the country's best asset. Although specific child and youth related activities will be undertaken under the youth component of the LPP, through the JSJP, children and youth receive a special focus. Specifically, the integration of child and youth justice issues will be developed as a central part of the Programme. A bottom-up approach to access to justice also needs to be enhanced. Although this approach will only see its beginning during the lifetime of this initial phase, access to justice approaches need to increasingly take into account citizen's perceptions and preferences. This must to be complemented by realistic assessments of the quality and effectiveness of the formal system and the actual and potential roles for non-governmental bodies. A quality leap needs to take place for justice and security institutions to strive for national ownership by Liberians. As such reform of the justice system must be carried out through a simultaneous engagement of local ideas so as to better meet the needs of all Liberian communities. Building a rule of law culture in Liberia will require proactive commitment to engagement with both formal and traditional justice systems.

Today, Liberia faces the additional challenge of UNMIL transition. Beginning in 2012 and scheduled to take place over the coming years, the United Nations peacekeeping mission in Liberia will further reduce its numbers and the peacekeeping component of UN engagement in Liberia will eventually withdraw. Given the importance of preparing for this eventuality, the Government of Liberia and UNMIL have undertaken an UNMIL Security Transition Planning process. Within this context, in August 2011 a security transition gap analysis was finalized after months of work and is due to go before the Liberian National Security Council for endorsement. The gap analysis points to the need for considerable financial support for the Liberian security sector in order to facilitate a smooth UNMIL transition process. Most significantly, the gap analysis points to the need of increasing LNP numbers from current levels (4,000) to something in the range of 7,500 officers. This is necessitated by the fact that the AFL is small in size (2,000), has a limited mandate that does not cover law and order or public order, and will not be fully operational until 2014. Effectively this means that the LNP, have the primacy and will be on the front line in providing public order in Liberia following the withdrawal of UN peacekeepers; with BIN responsible for much of the patrolling and control of the borders. Building up the LNP by perhaps up to 40% of its current strength is, therefore, critical and will have significant financial implications, not only in terms of training, deployment and salaries, but also in terms of equipment and infrastructural needs. In addition to this, the BIN units at the borders are unarmed; with limited training. It is therefore necessary to consider further support to provide the BIN with the equipment the officers require to fully carry out their roles. The log frame and work plan associated with this joint programme factors in the associated costs and timelines as identified in the UNMIL transition security gaps analysis. With clear demands for increased basic training needs among the LNP, BIN, and likely the BCR; additional capacities in terms of classroom space and dormitories at the National Police Training Academy, and additional instructors from the respective agencies has also taken on urgency. Over time it will be important to expand the remit and capacity of National Police Training Academy to become a National Security Sector Training Academy.

4. Strategies, including lessons learned and the proposed joint programme

In preparation for UNMIL transition the JSJP proposes a catalytic initiative to enhance access to justice and security at the regional and county levels with the development of five regional justice and security hubs, in addition to the provision of justice and security services that are urgently required. The vision behind the hubs is to provide a decentralized and holistic approach to security and justice service delivery and a means by which national agencies can provide effective security for Liberia on a sustained basis, in preparation for UNMIL's transition.

The holistic approach to the hubs envisions a balanced strengthening of justice and security institutions - law enforcement, the courts, state prosecution and defense, and corrections - both in terms of capacity and infrastructure; the enhancement of linkages between these institutions; and the development of relationships between the institutions and the communities they serve. Each of these aspects is seen as a complementary component of the hubs. Each of the five hubs will be strategically situated, so as to enhance justice and security throughout Liberia. The five regional hubs will service three counties each providing more effective operational control and proximity for staff deployment, communication and service delivery.

The Government of Liberia has already demonstrated its commitment to the hubs by agreeing to provide the land for the five hubs and also agreeing to deploy staff to work within the hubs. A Justice and Security Technical Advisory Group (JS-TAG) has been created and is chaired by the Minister of Justice (or designate). The JS-TAG plays a key role in deciding on and rolling out the management arrangements for the five hubs.

The Justice and Security Joint Programme envisages that **four core outputs** will be delivered:

- Infrastructure, equipment, and other logistics for the effective performance of the regional hubs put in place;
- Justice and security service providers able to provide fair and accountable professional services;
- Justice and security service providers are responsive to community concerns; and
- Legal and policy frameworks in place that enable national authorities to better perform their duties in the justice and security sector.

See hub breakdown below captured through colour coding:

Hub 1: Gbarnga
Counties: Bong, Nimba, Lofa

Hub 2: Harper
Counties: Maryland, Grand Kru, River Gee

Hub 3: Zwedru
Counties: Grand Gedeh, Sinoe

Hub 4: Tubmanburg
Counties: Bomi, Gd Cape Mount and Gborpulu

Hub 5: Buchanan Counties: River Cess, Grand Bassa, Margibi



Map No. 5771 Rev. 4 1987(2) NATI-025
 January 1984

Department of Peacekeeping Operations
 Cartographic Section

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Effective delivery of security at the community level is dependent upon trained and professional law enforcement officers. For Liberia, the institution which carries the overwhelming responsibility for security is the Liberia National Police (LNP). This responsibility will become even more pronounced following UNMIL transition, as the majority of the tasks that are currently carried out by UNMIL will pass over to the LNP. Aware of this, in November 2011 the Government made available 1.5 million dollars under special projects, to increase the number of police available, but more importantly, to ensure that the LNP has capable people to improve service delivery to Liberian citizens thereby improving the perception that the public has of the police. College graduates in various disciplines, including students of criminal justice, will undergo specific police training at the Training Academy at become part of the LNP force.

In addition, and in light of the regional security situation and growing prevalence of transnational crime, as well as the political instability in Cote d'Ivoire, it is recognized that the Bureau of Immigration and Naturalization (BIN) is critical to Liberia's border security and, therefore, steps will be taken to put in place an elite BIN border patrol unit initially to be deployed on the border with Cote d'Ivoire.

For some time now, in certain rural areas across Liberia, the Government has deployed officers. Unfortunately it is not uncommon for LNP and BIN officers to be deployed in isolation, without any support structures and, as such, unable to provide effective security. As of April 2011, the LNP continues to depend on UNMIL for critical areas of support. Although this is changing slowly, on many occasions the LNP is unable to respond quickly, to outbreaks of violence, including mob violence; UNMIL remains the first responder to serious incidents of disorder and has to provide transportation for LNP Police Support Unit (PSU) officers to address violent incidents outside of Monrovia. UNMIL is also the means through which LNP communications and information are generally transmitted. Of equal concern are imminent spillover effects of the Ivorian conflict, which has clearly illustrated the need for the Regional Hubs in terms of facilitating more rapid deployment of LNP and BIN as well as providing the necessary support and working conditions for these security officers to effectively perform. The UNMIL transition planning process has highlighted the need for deployments of PSU in strategic locations nationwide within the context of the LNP regional and county command structures so as to provide the forward mobility and response capabilities currently provided by UNMIL. The UNMIL transition planning process has also recognized the need for increased presence of BIN, including at official border crossings, most notably on the border with Cote d'Ivoire.

The regional hubs will enable this service delivery through the provision of five (5) regional headquarters (hubs) for the LNP and BIN, alongside other security agencies as required over time. These regional hubs form part of existing institutional strategic plans and will provide additional benefits for the LNP and BIN, namely:

- Strengthened command, control and communications linkages between the counties and Monrovia HQ;
- An operational and logistics base so as to enhance coverage and service delivery in the three counties serviced by each hub;
- Increased interoperability between the LNP and BIN which will enhance coherence and effectiveness, and ultimately save on costs.
- Allow the LNP and BIN to expand existing activities being undertaken with communities.
- Improve the accessibility of justice service to the local communities.

Establishing these regional headquarters will be a two-fold process:

1. Officers must be adequately trained, equipped and deployed;

2. Infrastructure and systems critical for command and control and operational response must be in place. The Justice and Security Technical Advisory Group will be charged with providing greater clarity on how command and control within the hubs will operate.

Initiatives currently underway via the Justice and Security Trust Fund (JSTF) will directly enhance the effectiveness of the hubs. To date the Trust Fund has supported the LNP, PSU, ERU, BCR and Judiciary as well, to undertake activities at the regional level including the provision of communications and border patrol capacity for the BIN in the East of Liberia, which will also be the first regional hub (the Gbarnga hub).

Access to justice and the quality of justice remains a critical issue in Liberia, which the justice and security hubs seek to address both in terms of providing the necessary infrastructure (construction or rehabilitation of strategically identified courts), and by the deployment of increased numbers of state prosecutors and public defenders. There is also an intention to expand the Ministry of Justice's SGBV Crimes Unit to the regions to enhance the prosecution of cases of rape, given the high incidence of reported cases of rape, particularly of minors.

With respect to developing systematic links between the institutions, a sector-wide case management system will be developed and piloted in the first regional hub. This system will build coordination between the police, prosecution, judiciary, public defenders and corrections.

There has been a gap in the reform of the corrections and rehabilitation system in Liberia that needs to be rectified. The corrections sector, therefore, will form a component of the justice and security hubs. This Programme provides for the rehabilitation of a limited number of corrections facilities, logistical support, increasing community corrections through probation, and the recruitment and training of additional corrections staff as each hub is commissioned. This will include additional staff for a Corrections Emergency Response Unit which will specialize in the use of non-lethal force to safely and humanely manage major prison incidents. Plans to strengthen a probation and parole capacity will also contribute to rehabilitation measures and the secure release of former offenders back into the community.

Although accountability of justice and security institutions is being addressed gradually by individual institutions, misconduct, corruption and an absence of professionalism remain causes of serious concern. This Programme includes proposals to improve accountability, commencing with a review of accountability mechanisms across the justice and security sector. Additionally, the regional hubs seek to provide an avenue of redress to members of the public by establishing a Public Services Office (PSO), to which complaints against any justice or security institution can be lodged. The PSO will act in a referral capacity guiding the community as to the procedures that need to be followed to file a complaint. Standard operating procedures for the public service office and the complaint mechanism, and in general for the functioning of the hub, will be developed in joint fashion with all interested stakeholders.

The Public Services Office will also have a public information role, which will be utilized as part of the implementation of another key component of the hub projects, namely, an on-going public outreach campaign. In order to ensure an effective and targeted outreach campaign, a perceptions survey will firstly be undertaken in order to better understand the justice and security service delivery challenges at the local level. Thereafter the outreach campaign will develop community understanding of the justice and security sectors; the criminal justice process and rights and responsibilities under Liberian and international law. The campaign will also foster an appreciation for what the hubs will bring to their communities and encourage a sense of ownership of the hubs. One objective of this campaign will be to develop the capacity of CSOs and national institutions (the Ministry of Justice's Public Information Office and the LNP's Public Outreach Office). Another objective of this campaign will be to strengthen advocacy for transparent and accountable justice and security institutions that serve the people of Liberia.

In addition to access, quality of justice also needs to be better understood to develop the appropriate policies within the justice and sector institutions. As the implementation of the first hub takes place and the appropriate monitoring and evaluation framework is put in place, issues related to the quality of justice will be identified and reported to the JS-TAG and the JSC so appropriate measures can be put in place.

To ensure an appropriate legal framework, a few key legislative actions need to be carried out in parallel to the establishment of the hubs. The Jury System and the Jurisdiction of Magistrates were reviewed together and the draft legislation is before the Legislature. The National Prison Reform Act and the National Security and Intelligence Act both impact the delivery of security and justice at every level. It will also be key to implement the child justice program and to put a focus on juvenile justice. A new Police Act needs to be put in place and a roadmap towards reform of the Drug Enforcement Agency (DEA) is required. A Government committee on Enhancing Access to Justice (CEAJ) has been established and its mandate includes the development of policy and strategies for the harmonization of statutory and customary law. The report of the Proceedings of the National Conference on Enhancing Access to Justice where statutory and customary systems of justice were discussed has been printed and has been distributed. Finally, the CEAJ will recommend government strategies for harmonization of the two systems and their interface with other informal dispute resolution mechanisms. The international community is supporting work with traditional leaders to improve local dispute resolution practices that will result in useful lessons that will be considered. A review of alternative dispute resolution, will be undertaken by 2012 in order to put in place a legislative framework for Liberia for 2012 and beyond.

Also, the development of a Legal Aid policy has been agreed upon by the Government at a Rule of Law Retreat. A Task Force on Non Lawyers to study the practice of law by persons not qualified as lawyers (e.g. magistrates, city solicitors and paralegals) was established. The Task Force was also mandated review the provision of legal aid and legal aid clinics. Progress on this aspect will continue.

Finally, in the years following the end of the civil war, civil society in Liberia has worked hard to fill the service gap by providing a wide range of services, including legal aid, community-based dispute resolution and other types of support. These initiatives have proven successful and, as such, it is pivotal to build on their successes to maximize the impact of justice and security service delivery in Liberia. A strong civil society can demand more accountable, transparent and effective institutions. Strengthening civil society through technical and financial support is, therefore, the final critical component of the hubs. Networks of civil society organizations (CSOs) providing services to the hub regions will be established so as to provide clear entry points and referral pathways for the community. Building awareness among the Liberian people of their legal rights, providing access to justice and security service provision at all levels, and building public confidence in those institutions so that they actually turn to them in times of need are three critical steps that will lay the foundation for sustainable rule of law and reconciliation in Liberia.

Sustainability of results:

The engagement between the Government of Liberia and the international community is based on the following principles: national ownership and leadership; international partnership in support of national efforts; and joint responsibility. The implementation of the outputs contained in this programming document will, in all cases, be led by the Government of Liberia and will reflect the UNDG programming principles. The Government assumes the core responsibility for implementing strategic action plans, achieving the outcomes and outputs identified in this document, and carrying out monitoring and evaluation activities to ensure adequate progress, oversight and adjustment of projects as may be needed. At the most fundamental level, this programming document identifies the priorities of the Government of Liberia in each of the core priority areas for the next three years to strengthen and enhance system-wide performance.



This clarity of purpose must be properly aligned with the realities of the external environment, as well as the internal operating environment, which consists of intra-agency partnerships that seek to deliver a shared commitment between the Government and people of Liberia. In this regard, the Government is mindful that the reality of limited resources and operational capacity must result in some selectivity in terms of focus and attention. This is not to say that those elements not accounted for in this programming document are not important to the Government of Liberia. Rather, the outputs identified in this document represent the "priorities among the priorities" for the period 2011-2014. Therefore, other important elements of justice and security that are not accounted for in this period will be revisited under the second generation of the PRS (PRS II), which will come into effect after July 2012. It is proposed that PRS II include a pillar on justice and security that can directly build on the work and focus of this joint programme.

The Peacebuilding Priority Plan and the Liberia Peacebuilding Programme which provide the foundation for this JSJP were developed by the Government of Liberia in consultation with national stakeholders for endorsement by the Joint Steering Committee (JSC) before being submitted to the UN Peacebuilding Support Office. Together, the Priority Plan, the LPP, and this joint programming document articulate needs beyond PBF funding allocations providing coherence to critical peacebuilding actions in Liberia. To this end this JSJP will rely on several funding sources such as the PBF, Government of Liberia, JSTF, UN Agencies and other contributions. However, in order to ensure effective financial control and accountability, the JSJP Board will clearly determine in every case which funding source or sources are being used to implement each and every specific project under this joint programme. In this way it will be possible to clearly determine what is being funded by the PBF and/or other budgetary instruments.

In order to support the GoL in identifying the fiscal needs to ensure sustainability of the JSJP, UNMIL, recognizing the limited fiscal space to accommodate the recurrent costs, the affordability of the security tasks, and limited capacity of the Liberian security sector, is undertaking a Public Expenditure Review of the security sector in October-December 2011, in collaboration with the World Bank.

The review will:

- Assess the fiscal space available to support the security sector within the Liberian budget over a multi-year period;
- Identify the overall package (minimum standard) required to facilitate UNMIL transition that is affordable and consistent with the Liberian National Sector Strategy that will be financed by both government budget and donor grants/credit in cash and in-kinds. It will also determine the recurrent costs that can be absorbed into the overall budget envelope. Based on the fiscal space and the cost of an affordable security package, the financing gap will be identified that can be covered by other funding sources; and
- Analyze security expenditure and public financial management systems in the security sector.

The results of this study will be captured in an official report on Liberia's Public Expenditure and Financial Accountability Review under preparation by the World Bank for FY12. The findings will help inform the implementation of this JSJP as well as the GoL's own planning with regard to the implementation of an affordable justice and security service over the next few years and the level and potential sources of financing given macro-budgetary constraints and trends in donor spending. The review will also enable Liberia, with support from international actors, to better propose the efficient and effective allocation of resources according to priorities and affordability within the justice and security sector, and how best to factor in recurring costs.

The Government of Liberia will submit a financial sustainability plan (including a plan for recurring costs) to the Joint Steering Committee before the end of 2011, which will contain financial

milestones which will be monitored by the JSC and which will ensure that the priorities in this programme can be carried forward post 2013. The Technical Advisory Group on Justice and Security will begin work on developing a financial sustainability planning tool by end 2011. This tool will include mechanisms to ensure the handover of all materials and equipment procured by all recipient agencies and implementing partners under this JSJP to the Government of Liberia.

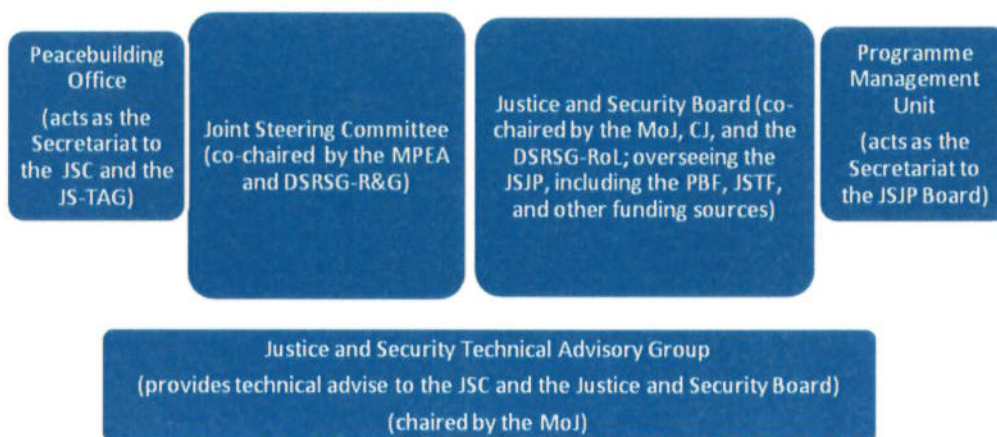
5. Results Framework

This results and resources framework captures the priorities of the Government of Liberia as set forth in the LPP, the JSTF, as well as its own Strategic Plans. It also endeavors to capture the contributions being made financially by bilateral donors and international entities, as well as those non-financial/in-kind contributions made/planned by the GoL as well as UN entities, like UNMIL. It is the goal of this results framework to be the overarching document for the next three years in the justice and security field – with an eye towards providing coherence and coordination to assistance in order to maximize the impact on the ground.

See Annex III.

6. Management and Coordination Arrangements

The managerial arrangements included in this section aim at: 1) ensuring full ownership and direction from the Government of Liberia; 2) ensuring coherence among the different stakeholders; and 3) effective Monitoring & Evaluation mechanisms to measure progress towards the specified outputs.



a. Joint Steering Committee

In tandem with the PBC Liberia configuration the Joint Steering Committee is the coordination body between the Government of Liberia and the international community on related PBC and PBF related issues. Based on regular exchange with the PBC Liberia configuration, the Joint Steering Committee (JSC) will ensure overall guidance and direction in terms of implementation of the PBC Statement of Mutual Commitments (SMC). The Peacebuilding Office will support the JSC in this task by acting as its Secretariat and by rolling out the Monitoring & Evaluation (M&E) Plan for the SMC.

As such, the Joint Steering Committee will be responsible for:

- Ensure that PBF money is spent in line with the LPP, costed action plans and approved work plans
- Engage closely with the Justice and Security Joint Programme Board to ensure coordinated and cohesive direction to the JSJP, as part of the overall Liberia Peacebuilding Programme;
- Ensure coordination, coherence and synergy between the JSJP, the work on youth and land reform and a policy future joint programme(s) on national reconciliation, based on a national reconciliation policy;
- Ensure that the do-no-harm principle is applied and that all the interventions under the JSJP are conflict sensitive in terms of policy decisions and programme implementation;
- Ensure that the SMC is instrumental and conducive to facilitate UNMIL transition;

- Ensure that the Government of Liberia allocates adequate funding to ensure sustainability of the PBF actions
- Review and endorse Government of Liberia progress reports to be submitted to the PBC on a nine-month basis as agreed in the Statement of Mutual Commitments.

b. Justice and Security Board (JSB)

The Justice and Security Trust Fund (JSTF) Board is a coordination, planning and monitoring mechanism that has been in place for approximately one year. The JSJP will build on this experience by broadening the scope of the JSTF Board and expanding its remit to encompass the JSJP (see log frame). As such, the Justice and Security Trust Fund Board will be renamed and reconstituted as a Justice and Security Board (JSB) and will take on the additional tasks of providing overall guidance for the implementation of the JSJP (which includes the following financing instruments: the JSTF, bilateral support, UN core budget support, UN benefit in kind, Government of Liberia support and the PBF monies). The establishment of a unique board for justice and security matters is a positive step forward in having a forum that seeks to have a holistic approach to justice and security reform in Liberia. Ensuring the highest representation of both the security and judicial sectors is key to reinforcing the principles of national ownership and leadership.

It is important to note that trust fund management obligations will be fully respected within the framework of the Board. Efforts will also be made to maintain the Board's present efficiency in reviewing and approving proposals.

The JSB will be co-chaired by the Minister of Justice, the Chief Justice, and the DSRSG-RoL and will be in charge of the implementation of the JSJP on matters of policy, prioritization and allocation of funding, and will act as the decision-making body regarding the oversight of activities implemented under the JSJP. At these meetings, to be held regularly (potentially every two weeks), decisions will be made on ensuring adequate allocation of resources to projects related to meeting the objectives of the JSJP. To ensure speedy implementation of projects, the JSB will be assisted and supported by the Programme Management Unit (PMU) in charge of the implementation of the entire programme. The PMU will initially have two full time managers (a national and an international), who – among other things – will prepare the meetings, ensure that management obligations of financing instruments are met (including the Multi-Donor Trust Fund), provide administrative support and assure the flow of information and delivery of documents.

As such, the Justice and Security Board will be responsible for:

- Providing strategic direction for implementation of the projects based on agreed prioritization as set out in the Joint Programme log frame; providing solutions to problems identified by the JS-TAG or the Programme Manager during implementation;
- Engaging closely with the JSC to ensure coordinated and cohesive direction to the JSJP, as part of the overall Liberia Peacebuilding Programme;
- Ensuring that Justice and Security Trust Fund management obligations are respected;
- Taking the final decision on the sequencing of priorities based on both advice from the technical advisory groups and available budget considerations; Overseeing and ensuring that the activities within the JSJP are allocated resources according to the JSJP, or if un-earmarked, according to the priorities of the GoL;
- Tasking the PMU to undertake continuous assessment of the projects (and activities therein);
- Ensuring that the Government of Liberia allocates adequate funding to ensure sustainability of the Programme;

- Making final decisions on the appropriate implementing partner for specific output activities;
- Ensuring coordination, coherence and synergy between the various projects being undertaken under the JSJP;
- Ensuring that the do-no-harm principle is applied and that all the interventions under the JSJP are conflict sensitive;
- Ensuring that the JSJP is instrumental and conducive to facilitating UNMIL transition;
- Approving Annual Reports of the JSJP for transmission to the JSC; and
- Reviewing and endorsing Government of Liberia progress reports to be submitted to the JSC for further transmission to the PBC on a nine-month basis as agreed in the Statement of Mutual Commitments.

The proposed JSB membership includes the Minister of Justice, Chief Justice, and the DSRSG-RoL (co-chairs); Solicitor General; LNP Inspector General, Commissioners of BIN and BCR, D/Minister of Justice, D/Minister of Planning, UNMIL (2), UNDP (2), donors financially supporting the justice and security sector, and at least two representatives from civil society that are engaged in justice and security interventions. The presence of civil society members is of particular importance, because it fosters cooperation and collaboration, and balances national realities and international best practice and experiences. Other international partners and NGOs can participate in the discussions and can attend as observers; however, decision-making will remain with the Board itself.

c. Justice and Security Technical Advisory Group

A Justice and Security Technical Advisory Group (JS-TAG) has been constituted to provide technical advice on the roll out of the Justice and Security Joint Programme, of which the hubs are a key part. The JS-TAG will provide technical advice to both the Justice and Security Board and the JSC and will provide written monthly summary reports and/or ad-hoc updates to, the JSC and the JSJP Board.

The JS-TAG will comprise key government representatives and UN and partner technical experts responsible for leading work in implementation of the hub. The Minister of Justice (or his/her designate) and the Chief Justice (or his/her designate) will co-chair regular meetings of a Justice and Security Technical Advisory Group (JS-TAG) that will help to steer the programme. The JS-TAG will convene on a monthly basis. Meeting agendas and minutes will be prepared and circulated by the PBO, working with the PMU, on behalf of the co-Chairs.

The JS-TAG will be responsible for the following:

- Ensure that the PBF Gbarnga hub project and future hubs are implemented in line with agreed criteria.
- The JS-TAG will seek regular updates from UNOPS in the agency's capacity as manager of the infrastructure component of the project (construction/refurbishment of LNP/BIN regional HQ, plus courts and prisons). The Joint Steering Committee will approve the UNOPS plans and subsequent adjustments to the plans must be brought to the JS-TAG for approval;
- Review the narrative and budget breakdown for the "service delivery" components of hubs 2, 3, 4 and 5, to be prepared by the PMU after consultation with JS-TAG members, and in line with the priorities set out in the costed action plan. The JS-TAG will subsequently submit the proposal to the JSB for final approval. Subsequent adjustments to the plan must be brought to the JS-TAG for approval;
- Ensure implementation of the M&E plan for both the infrastructure and service delivery components of the regional hub as reflected in the LPP;
- Ensure a focus on operational coherence between the infrastructure component of the project managed by UNOPS and the "service delivery" component managed by UNDP. The JS-TAG will also ensure that the project is carried out in line with the management arrangement set out in agreed upon documents;

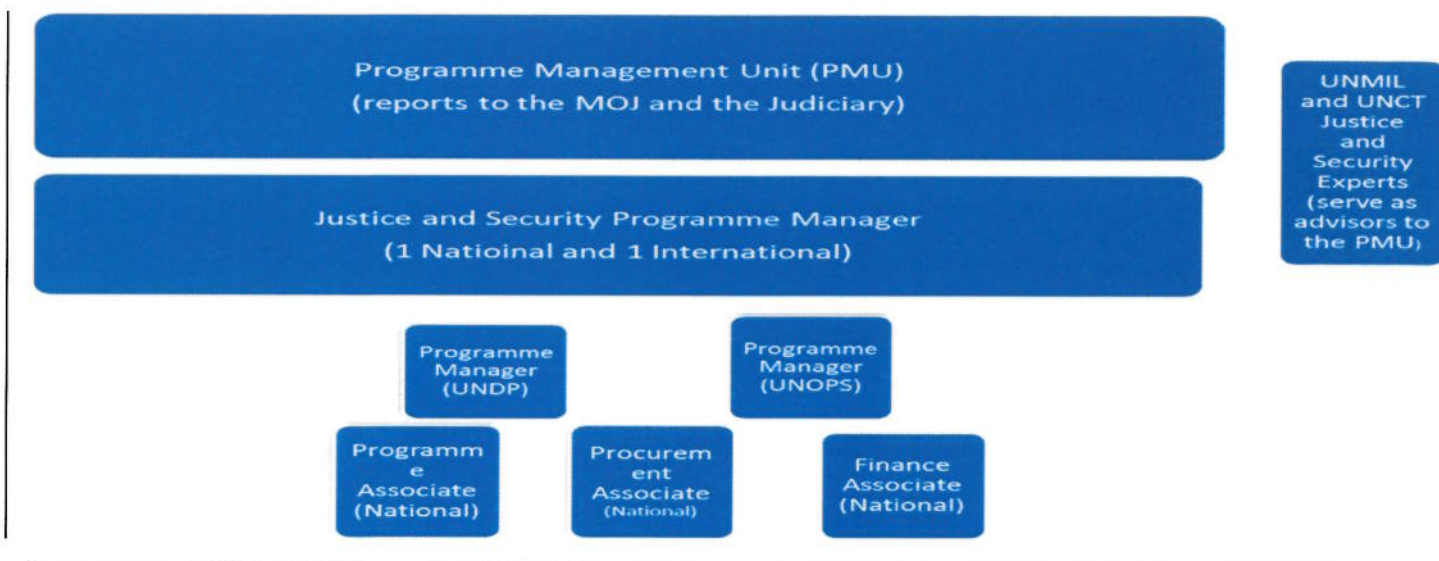
- Where appropriate refer policy and strategic issues to the JSB and the JSC and bring any major problems or challenges to them for direction;
- Provide guidance on the establishment of the overall long-term management structure of the Hub (composition, resources, systems, etc.) and work with the Law Reform Commission to ensure that the required legislation is in place so that the Hub can operate effectively and sustainably;
- Ensure that interests of vulnerable groups are taken into consideration in the implementation of the hubs, including women, children and youth;
- Ensure that issues around sustainability, added value, service delivery and shared running costs between Government institutions (including the MoJ (LNP, BIN, Correction and Rehabilitation) and the Judiciary), as well as international partners are given prominence by the JS-TAG;
- Ensure that the PBO builds in a monitoring and evaluation component into the project from the outset in line with the logical framework outlined in this document, ensuring that an adequate balance between quantitative and qualitative indicators are developed; and
- Ensure that in light of the Gbarnga hub being a pilot exercise, lessons learned and good practices are captured as the project is being implemented in order to inform the development of future hubs.

The JS-TAG can propose at any time to the Joint Steering Committee to revise its ToR in order to address JS-TAG membership and/or other pressing needs and priorities in supporting the implementation of the proposal.

Proposed Membership of the JS-TAG:

- Government of Liberia: Senior Ministry of Justice Officials, LNP, BIN, Corrections, Finance Ministry, Judiciary, MIA, Public Works, General Services Agency officials, the Law Reform Commission, PBO, and the INCHR.
- United Nations: UNMIL (Rule of Law, SSR, UNPOL, LJSSD), UNOPS, UNICEF, UNDP (Rule of Law, SSR) and World Bank
- National CSOs and others: LNBA, GTZ, Carter Centre, ABA, ICTJ, LINLEA, Prison Fellowship of Liberia (PFL), the Justice and Peace Commission (JPC), FIND and FOHRD.

d. Programme Management Unit



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d. The Programme Management Unit

The Programme Management Unit (PMU) will be responsible for the day-to-day operations of the JSJP. This Programme will be managed by a Justice and Security Programme Manager, who reports to the Minister of Justice and the Chief Justice. An international programme manager will be recruited who will work in close collaboration with a national programme manager, both of whom will be co-located within the Ministry of Justice. The international programme manager will manage the PMU for the first year, supported by the national programme manager; following the first year, management will be phased over to the national programme manager with the goal of the national programme manager eventually assuming full responsibility of the PMU.

Programme managers from the various recipient agencies (i.e. UNDP and UNOPS) should be co-located within the PMU to ensure oversight and coordination of the various activities under the JSJP.² In addition, there should be dedicated finance and/or procurement staff members assigned specifically to the implementation of the JSJP. Justice and Security Experts/Advisors from UNMIL and/or the UNCT should engage regularly with the JS-TAG and the PMU to provide advice and assistance with regard to the implementation of the JSJP. UN Agencies might also want to consider seconding staff to the PMU to ensure adequate sharing of information and linkages on reconciliation and infrastructure, respectively.

In particular, the PMU will be responsible for:

- Day-to-day management of the programme, to ensure implementation of the outputs and activities of the JSJP;
- Planning, monitoring and oversight of the programme activities, ensuring coherence amongst the projects in the programme, appropriate coordination with other actors within the sector, and ensuring that the activities are conflict-sensitive;
- Working closely with the UN recipient agencies and their programme managers to ensure that PBF funding is administered in a timely manner, i.e. delivery of funds to implementing partners, as well as monitor staff performance, track progress, and ensure effective overall delivery through appropriate mechanisms;
- Establishing a database of projects and implementing partners under the JSJP, which is updated monthly, with reports provided to the JSJP Board and the JS-TAG by the Programme Manager as set forth in the terms of reference of the Programme Manager;
- Working closely with the UN recipient agencies to prepare quarterly, semi-annual and annual work plans, as well as quarterly semi-annual and annual programme reports;
- Reporting progress to the JSJP using output and outcome indicators (see M&E plan reflected in the LPP; working close with the M&E Specialist – see section below);
- Arrange regular JS-TAG meetings in coordination and collaboration with the MoJ and PBO; and
- Performing other responsibilities as contained in the JSC approved terms of reference and/or as needed.

d. Peacebuilding Office

The Peacebuilding Office assists the Joint Steering Committee to ensure effective implementation of the SMC and to support Monitoring & Evaluation (M&E) aspects.

In particular, the PBO will be responsible for:

- Acting as the secretariat to the Justice and Security Technical Advisory Group;

² Please see Annex IV for the Terms of Reference for the Programme Managers.

- Acting as the JSC's Secretariat, preparing JSC meetings and producing the necessary documentation for effective decision making;
- Rolling out the Monitoring & Evaluation plan and produce quarterly reports for the JSC members on the progress made by the LPP (based on output indicators, contained in the M&E plan);
- Bringing to the JSC's attention any outstanding issues and risks regarding the implementation of the Programme;
- Reviewing Programme component achievements through the M&E plan, in reference to the output and outcome indicators;
- Coordinate the writing of the GoL progress report for review by the JSC and Government for submission to the PBC as agreed in the SMC;
- Follow – up and report to the JSC on the extent to which the commitments agreed in the SMC are being implemented;
- Follow-up with Recipient Agencies and implementing partners and ensure quarterly and annual reports on projects are submitted to the MDTF and the PBSO and uploaded on the MDTF Office Gateway;
- Serve as repository for all reports (including internal M&E, assessment, survey and other related reports) and disseminate information on the LPP;
- Facilitate the conduct of a perception survey focusing on justice and security in geographic locations of the regional hub beginning with the Gbarnga regional hub;
- Facilitate mid-term and end of programme evaluation and audit where possible; and
- Ensure coordination and coherence between the outcome and outputs set out in the JSJP.

The Peacebuilding Office will be assisted by technical expertise provided by UNMIL and UNDP. The UNMIL provided technical support will support both the efforts of the programme managers and the PBO. Under the direct supervision of the PBO, a Monitoring & Evaluation Specialist will ensure the roll out of the Monitoring and Evaluation Plan and build the M&E capacity of the PBO.

e. Hub Project Management

The Minister of Justice (or designate) will lead the recruitment of a national Project Manager (NPM) for each of the five hubs to be financed by the PBF. The Hub Project Manager will report to the Minister of Justice via the Justice and Security Joint Programme Manager and will have the following primary responsibilities:

- Supervise the infrastructure development and liaise at the hub level with both the implementing agencies, i.e., UNOPS, UNDP, and the relevant government counterparts;
- Ensure that proper management structures are in place so that command and control, along with deployment and rotation of staff works effectively within the hubs.
- Supervise the development of the service component at the hub level; and liaise with both the implementing agency (UNOPS/UNDP) and relevant government counterparts;
- Coordinate capacity building activities for staff deployed to the hub, in the different institutions;
- Ensure effective coordination and regular meetings among the different institutions to be deployed at the hub;
- Manage common hub facilities and operations;
- Ensure coherence and coordination between the reconciliation-related activities implemented in the region, with the justice and security services provided at the hub;
- Gather relevant data to facilitate the Monitoring & Evaluation process, and report progress towards Programme outputs to the Justice and Security Programme Manager; and
- Ensure participation of local stakeholders, including LNP, courts, traditional and religious leaders, and civil society.

The Hub Project Manager will be supported by United Nations international staff in the hub regions and in Monrovia.

f. Implementing Partners

For each output activity, UN agencies will perform as Recipient Agencies³ and/or Implementing Partners⁴ where applicable, as detailed in the results and resources framework. Where more than one UN agency is identified as an Implementing Partner, where applicable, this should be reflected in the Annual Work Plan to be approved firstly by the JSJP Board and the JSC and then submitted to the Programme Manager. The Work Plan must clearly identify the results (outputs) to be delivered by each of the Implementing Partners. Rules and regulations of the Implementing Partners will be applicable for procurement and other operational requirements.

Initially, the UN agencies designated as Implementing Partners will be the recipients of PBF funds, and therefore accountable for the effective disbursement and use of those funds. The UN agencies designated to receive PBF funds are required to allocate funds from other sources to complement the investment made through PBF funds, and to reflect, in their own programming tools, the priorities identified in this Programme. As the process of implementation moves forward, the Government of Liberia and UNDP will develop a strategy to increase the national capacity to manage, account for, and report on project implementation. As this capacity improves and an assessment of this capacity is undertaken, the Government of Liberia will seek to sign an increasing number of Letters of Agreement to implement projects agreed to in the work plans.

The Implementing Partners can subcontract NGOs and other civil society organizations to take forward particular projects or activities. Agreements signed with these NGOs and civil society organizations must clearly identify the results to be delivered, the timeframe for delivery, and the budget attached to these activities. If applicable, partners will be selected by taking into account past performance in implementing PBF funds from the first tranche. The partners will be responsible for reporting on substantive and financial aspects, as established in a signed agreement.

7. Fund Management Arrangements

This programme has multiple sources of funding – some of which are delivered directly to the Government, while others are channelled through various UN Agencies. With regard to the funds being channelled through the Agencies, this will include monies from: PBF, JSTF, bilateral donors, as well as core UN Agency funds. With regard to the PBF funds, the MDTF in NY will release the funds upon the presentation of this joint programme and the attached work plans; the monies will be allocated accordingly. With regard to the JSTF, international donors will continue to have the option of earmarking or not-earmarking funds towards specific institutions as before – and these funds will continue to be managed according to the parameters set up under the JSTF. Core Agency funding will pay for staffing for the UN Agencies, where possible, or will pay for specific activities and will be allocated as such. For any additional funding that will be channelled directly to the JSJP, the JSJP Board will make the decision as to its allocation based on the priorities of the GoL, as outlined in the JSJP.

³ Recipient Agencies are those UN agencies that will receive funding from the PBF and/or donors, and will be in charge of the administration of those funds.

⁴ Implementing Partners are those UN agencies and/or international or national entities that will be engaged by Recipient Agencies to implement the activities set forth in the JSJP.

8. Monitoring, Evaluation and Reporting

Outcome	Indicators / Targets	MoV and Collection Methods and Responsibilities	Assumptions
1. Enhanced access to justice and security at regional and county level in preparation for UNMIL transition	<p>1.1 % of regional hubs delivering key administrative and operational support that enable justice and security service providers to perform their duties in the most effective manner with full coverage of counties within each region, and meeting UNMIL security standards</p> <p>1.2 % of regional hubs with joint command, control and communication structures of LNP, BIN and BCR in place to maintain effective oversight and mutual accountability mechanisms between counties and HQ in Monrovia</p> <p>1.3 % of official border entry posts with evidence of improved effectiveness of border control that result in reduced illegal trafficking and transnational crimes</p> <p>1.4 change in # of incidents reported to LNP annually in Bong, Lofa and Nimba counties</p> <p>1.5 change in # of civilian complaints lodged in Lofa, Nimba and Bong counties</p> <p>1.6 Change of target population's confidence and trust in law enforcement and the judiciary at county level</p>	<p>External reviews / evaluation of service delivery performance by line ministries, donors, CSOs</p> <p>Perception surveys (1) Quality of service provision of regional hubs to LNB, BIN, BCR, and national agencies to target population at county level (2) Efficiency and effectiveness of command structures at regional and HQ (3) Public confidence and trust to state authorities and service providers (4) Public outreach of PSO and CSOs</p>	<p>Equal access to judicial services and enhanced accountability reduces the risk of relapse into violence</p> <p>GoL budgetary commitments sustain the pilot of regional hubs with the coverage of recurrent costs and a staff deployment in response to the expressed needs</p> <p>Amendments of legislative and regulatory framework (e.g. passage of laws regarding formal/informal laws systems, national security reform and intelligence act) are supportive to the effective decentralization of and frontline justice and security service provision</p> <p>Establish effective oversight mechanisms for the justice system which provides guarantees for judicial independence and public accountability</p> <p>Political stability in neighboring countries</p>
Outputs			
1.1. Infrastructure, equipment, and systems critical for command, control and operational response put in place for all regional hubs	<p>1.1.1 # of logistic support facilities built (disaggregated in construction of # of circuit courts, magistrate courts, police barracks, training facilities, joint LNP-BIN administrative buildings, border crossings, Gbarnga prison upgraded with separate facilities for women and juveniles)</p> <p>1.1.2 # of regional hubs constructed and operational</p> <p>1.1.3 # of functional LNP, BIN and BCR regional command and control structures in place</p>	UNMIL/UNCT quarterly/annual reports	

<p>2.1 Justice and security service providers at the regional hubs level able to provide fair and accountable professional services</p>	<p>2.1.1 # SGBV cases taken to trial</p> <p>2.1.2 % reduction in the number of procedural releases</p> <p>2.1.3 # of prosecutors and public defenders deployed to the regional hubs out of total expected (%)</p> <p>2.1.4 # of joint trainings undertaken and # of personnel trained to achieve full coverage of target counties (disaggregated by institution and sex)</p> <p>2.1.6: # of in-service trainings delivered to LNP, BIN and BCR annually (including disaggregated by institution/sex.</p> <p>2.1.6 % of cases that are tried and disposed off within the legal limit</p> <p>2.1.7 Medical directorate developed to increase access to health care for corrections staff and prisoners and incarcerated populations</p> <p>2.1.8 % reduction in prisoner recidivism</p> <p>2.1.9 # of operational PSU deployments stationed in the region that can respond to security incidents in their geographical area of regional coverage</p> <p>2.1.10 # of trained BIN staff deployed at official border crossings</p> <p>2.1.11 % increase in the number of cases being handled through the court system</p> <p>2.1.12 # of corrections officers recruited and trained</p>	<p>MoJ Annual Report</p>	<p>Judicial staff well qualified and deployed in counties keeping pace with deployment of LNP</p> <p>Increase of budget allocations for justice sector</p>
<p>3. 1. Security and justice service providers are responsive to community concerns</p>	<p>3.1.1 % of increase in public awareness of rights and responsibilities at county level related to PSO outreach campaigns</p> <p>3.1.2 # of networks of CSOs established linked to regional hubs</p> <p>3.1.3 # of County Justice and Security Councils operational</p> <p>3.1.4 # of human rights monitors deployed</p> <p>3.1.5 # of people assisted by civil society organizations to seek redress for violations of human rights (disaggregated by type of case, age and sex)</p> <p>3.1.6 # of cases resolved by ADR at the community level</p>	<p>MOI Annual report</p>	
<p>4.1 Legal and policy frameworks in place that enable national authorities to better perform their duties in the justice and security sector</p>	<p>4.1.1 Legislation relating to jury law and the jurisdiction of magistrates developed and implemented</p> <p>4.1.2 Bail and alternative sentencing</p>	<p>Annual progress reports of line ministries</p>	

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	provisions being implemented in line with legislation 4.1.3 Regional framework for access to justice developed 4.1.4 Legislation relating to jury law, prison law, the jurisdiction of magistrates gun control law and National Security reform developed and passed 4.1.5 Regional framework for access to justice developed		
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Monitoring and Evaluation of the JSJP will be undertaken in line with the M&E Plan set forth in the LPP (which is reproduced above).

At the start of the programme cycle, the M&E Specialist will be responsible for undertaking a public perception survey/baseline assessment to ensure that there is a baseline from which the impact of the hubs' activities can be measured over time.

On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below. The M&E Specialist recruited for the PBO, will work close with the Programme Management Unit (PMU), and will actively compile with national partners the data required for M&E purposes comprising across each of the specified activity areas:

- Monitoring progress towards the prescribed indicators and project components on a quantitative basis i.e. the numbers of person trained, activities undertaken, issues addressed.
- Monitoring the achievement of the prescribed targets on a qualitative basis i.e. number of fundamental changes made to prior policies and practices, adoption and implementation of new norms and systems, direct involvement of stakeholders with new skills; acquisition of new skills via the project.

To this end, the M&E Specialist, working with the PMU, will monitor each activity component by:

- Interacting with designated national coordinators in each activity area to confirm implementation of activities and progress.
- Interview randomly selected participants from capacity development activities to acquire feedback on the activities.
- Solicit participants' written feedback from any capacity development activity via a questionnaire.
- Monitor the media (press, radio, television, relevant internet sites) for relevant information reflecting the achievement of targets.

The M&E Specialist will also draw up relevant lessons learned on the basis of their findings as appropriate to shape the next phases of the project, and to evaluate the project in the final instance.

- (a) An Issue Log shall be updated by the Programme Manager to facilitate tracking and resolution of potential problems or requests for change.
- (b) Based on the initial risk analysis (see below), a risk log shall be regularly updated by reviewing the external environment that may affect the project implementation.
- (c) Based on the above information, Programme Progress Reports (PPR) shall be submitted by the Programme Manager to the JS-TAG.

(d) A Lessons-learned log shall be activated and regularly updated to ensure on-going learning and adaptation, and to facilitate the preparation of the Lessons-learned Report at the end of the programme.

(e) A Monitoring Schedule Plan shall be updated to track key management actions/events

Annually

- **Annual Report.** An Annual Review Report shall be prepared by the Programme Manager and shared with the JSJP Board. As a minimum requirement, the Annual Review Report shall consist of information covering the whole year as well as a summary of results achieved against pre-defined annual targets.
- **Annual Programme Review.** Based on the above report, an annual programme review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the programme and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Programme Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcome.

Each recipient agency will also under its own monitoring and evaluation activities in accordance to its UNDP standard policies and procedures, in collaboration with the Peacebuilding Office. The M&E Specialist, working with the PMU, will submit quarterly progress reports (both narrative and financial) to the JSJP Board. A comprehensive final report (both narrative and financial) describing the process, approach, implementation results and lessons learned will be submitted upon completion of the programme. An internal final evaluation will be carried out at the end of the programme.

The table below identifies the potential risks to be monitored in order to mitigate and/or counteract any resulting negative impacts should they materialize.

Nature of the Risk	Level	Mitigation Strategy
<p><u>Security situation/mob violence</u> Repeated incidents of mob violence occur in certain counties with potential impact on reconciliation efforts. The occurrence of incidents of mob violence are very difficult to predict and can be catalyzed by any random number of different triggers. Moreover, mob violence can be very difficult to control and can easily get out of hand if police reinforcements are not available.</p> <p>In the pre- and post-electoral period, risk of mob violence may be higher.</p>	Medium	<p>Early warning mechanisms, including UNMIL’s JMAC and the Liberian National Security Agency will be used to identify and gather information about community and mob violence.</p> <p>UNMIL staff and NGOs will be invited by the JSC to analyze risks when signs of unrest appear.</p>
<p><u>Sustainability</u> The Statement of Mutual Commitment clearly states that the GoL will invest its own resources to sustain operational needs of the hubs, as well as to gradually increase the sustained presence of justice and security institutions nationwide. This is a real challenge, however, given that the overall annual budget in Liberia is in the range of 380,000,000 USD.</p>	High	<p>MoJ and MoF will agree on a sustainability plan that will allow the Government to gradually phase in assumptions of the recurrent costs for the hubs and other operational needs of justice and security institutions. This plan will set financial milestones to be reflected in the national budget, starting in 2012.</p> <p>The WB and UNMIL are supporting the government to project the cost of running the security sector over the coming five years, so that more effective budgetary planning can be put in place.</p> <p>The JSC will monitor the progress of GoL towards the</p>

<p><u>UNMIL transition</u> The progressive transition process of UNMIL may create security challenges if national security institutions are not adequately equipped and deployed. The UNMIL Transition Planning Working Group points to considerable gaps in the Liberian security sector, especially around issues such as infrastructure, logistics, communications and mobility. The LNP and BIN will be particularly vulnerable as many of the activities currently undertaken by UNMIL will fall to these two security agencies.</p>	<p>Medium</p>	<p>financial milestones.</p> <p>The GOL-UNMIL transition working group will update the JSJP Board on issues that may put at risk the implementation of the JSJP.</p> <p>The JSC will discuss and adapt interventions under the LPP to address these issues.</p> <p>The JSJP is geared towards filling the gaps in the security sector, notably through the justice and security hubs, as a means of mitigating the risks deriving from UNMIL transition.</p>
<p><u>Funding available</u> The full implementation of the priority areas of the LPP will depend on the success of resource mobilization. In addition to the resources allocated by the PBF and the existing contributions to the JSTF, bilateral and government contributions are required.</p> <p>A limited number of donors in Liberia remain actively involved in peacebuilding support.</p>	<p>Medium</p>	<p>A resource mobilization strategy will be designed and put in place by the PBC Chair of the Liberia Country Configuration with support from the DSRSG/R&G in consultation with the JSC. The Chair of the PBC configuration for Liberia will advocate for Member States and the private sector to contribute to the LPP, and hence, the JSJP.</p> <p>Briefing sessions to Member States will be organized in New York and elsewhere.</p> <p>The donor group on justice and security will be encouraged to reach out to other prospective donors interested in peacebuilding.</p>
<p><u>Geopolitical context</u> Fallout from situation in Cote d'Ivoire, including influx of refugees into Liberia, could negatively impact on implementation and overall government prioritization.</p> <p>There are over 120,000 refugees in Liberia (April 2011). Refugees are not only putting pressure on limited local services, shelter and food, but there is evidence of militia crossing the border, which could potentially see the security crisis spill over into Liberia.</p>	<p>Medium</p>	<p>The situation on the border region will be closely monitored and deterrence measures put in place, if possible. Accurate and regular information flow will be pursued to enable early planning.</p> <p>Early action by the Justice and Security Trust Fund to consolidate the security sector along the coast with Cote d'Ivoire will assist in mitigating the spillover of conflict into Liberia.</p>
<p><u>Lack of consensus</u> Some of the Programme outputs still require clarity and political consensus to be effectively implemented. Lack of consensus between national actors in some critical aspects of the Programme could hamper or delay implementation.</p> <p>This is especially the case in terms of how the service component of the hubs will operate and whether the government has effectively planned for the deployment of staff into the hubs.</p> <p>The social cohesion aspect of the reconciliation component is another area that could lead to contention, as issues to be discussed may be very political and/or sensitive, especially in the run up to elections.</p>	<p>Medium</p>	<p>The Programme Managers and the Implementing Partners will identify those issues that require consensus building, and bring to the attention of the JSC.</p> <p>The JSC will contact relevant national partners and mediate/advocate for solutions.</p> <p>The Justice and Security Technical Advisory Group and the Reconciliation Technical Advisory Group will meet regularly in order to address any challenges and/or misunderstandings that crop up during the implementation phase.</p>

9. Legal Context or Basis of Relationship (One page)

This section specifies what cooperation or assistance agreements⁵ form the legal basis for the relationships between the Government and each of the UN organizations participating⁶ in this joint programme.

For the ExCom Agencies, these are standing cooperation arrangements. For the specialized Agencies, these should be the text that is normally used in their programme/project documents or any other applicable legal instruments.

The text specific to each participating UN organization should be cleared by the respective UN organization.

Table 3 below provides illustrative examples on various UN organizations' cooperation arrangements.

Table 3: Basis of Relationship (illustrative examples)

Participating UN organization	Agreement
UNDP	This Joint Programme Document shall be the instrument referred to as the Project Document in Article I of the Standard Basic Assistance Agreement between the Government of Liberia and the United Nations Development Programme, signed by the parties on [DATE].
UNOPS	
UNICEF	
OHCHR	

The Implementing Partners/Executing Agency⁷ agree to undertake all reasonable efforts to ensure that none of the funds received pursuant to this Joint Programme are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by Participating UN organizations do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this programme document.

10. Work Plans, Budget and Results Framework

Please see Annexes I through III.

⁵ Such as: the Basic Cooperation Agreement for UNICEF; Standard Basic Assistance Agreement for UNDP, which also applies to UNFPA; the Basic Agreement for WFP; as well as the Country Programme Action Plan(s) where they exist; and other applicable agreements for other participating UN organizations.

⁶ Including Specialized Agencies and Non Resident Agencies participating in the Joint Programme

⁷ Executing Agency in case of UNDP in countries with no signed Country Programme Action Plans

Annex I: WORK PLANS FOR PBF-FUNDED ACTIVITIES UNDER THE JSJP

A: UNOPS work plan for *PBC Phase 1* as per the Costed Action Plan

PEACEBUILDING FUND

PROJECT SUMMARY #1: Gbarnga Hub

Project Number & Title:	PBF/			
Recipient UN Organization:	UNOPS			
Implementing Partner(s):	UNOPS, Ministry of Justice, Judicial Branch			
Location:	Gbarnga, Liberia			
Approved Project Budget:	3,400,000 USD			
Duration:	Planned Start Date: February 2011 Planned Completion: March/April 2012			
SC Approval Date: (Actual Dates)		MDTF Funds Transfer		Project Activities Start Date
Project Description:	<p>The Regional Hub is designed to extend security and justice services in Bong, Lofa and Nimba counties (the three counties covered by the Gbarnga hub). The Regional Hub brings together a regional Liberian National Police headquarters (including a robust Police Support Unit element), Bureau of Immigration and Naturalisation (BIN) and elements of the justice system such as county attorneys, public defenders, magistrates and judges. Building upon the National Security Strategy and the strategic plans of the Ministry of Justice, Liberian National Police (LNP) and Bureau of Immigration and Naturalization (BIN), the Hub project is a holistic approach to providing security and delivering justice throughout the country by:</p> <ul style="list-style-type: none"> ▪ Fostering linkages among rule of law actors—LNP, BIN, Corrections, Judiciary, public defense and prosecution; ▪ Increasing security response capacity; ▪ Improved work facilities; and ▪ Reinforced administrative effectiveness and accountability 			
PBF Priority Area:	Support for security sector and rule of law			
PBF Outcome:	Enhanced access to justice and community security at the regional and county levels in preparation for UNMIL transition (see LPP)			
Key Project Activities:	Construction of the following: PSU & BIN Dormitories to accommodate up to 160 staff; Dormitory for the Regional Training School to accommodate up to 60 staff; LNP Regional Training School Building; Administration Building to house LNP & BIN services;			

	<p>Operation & Command Building; Kitchen & Dining Facility; Transport Services Workshop; Public Services Center; Guest House; Training & Recreation Grounds; Security Fencing; Central Utility services; Combined Circuit & Magistrate Court Building.</p> <p>In addition, rehabilitation & improvements of Central Prison in Gbarnga.</p> <p>Upon construction completion the facilities to be supplied with basic hard and soft furnishings.</p>
Procurement:	<p>-Construction Contracts.</p> <p>-Construction Supplies, SSB machines, Drilling Rig and Transport (2 - 4WD vehicles).</p>

PBF PROJECT BUDGET	
CATEGORIES	AMOUNT (USD)
1. Supplies, commodities, equipment and transport	405,000
2. Personnel (staff, consultants and travel)	200,000
3. Training of counterparts	25,000
4. Contracts	2,375,000
5. Other direct costs	172,570
Sub-Total Project Costs	3,177,570
Indirect Support Costs (7%)	222,430
TOTAL	3,400,000

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PEACEBUILDING FUND

PROJECT SUMMARY #2: Harper Hub

Project Number & Title:	PBF/			
Recipient UN Organization:	UNOPS			
Implementing Partner(s):	UNOPS, Ministry of Justice, Judicial Branch			
Location:	Harper, Liberia			
Approved Project Budget:	3,400,000 USD			
Duration:	Planned Start Date: February 2012 Planned Completion: December 2012			
SC Approval Date: (Actual Dates)		MDTF Funds Transfer		Project Activities Start Date
Project Description:	<p>The Regional Hub is designed to extend security and justice services in Maryland, Grand Kru and River Gee counties (the three counties covered by the Harper hub). The Regional Hub brings together a regional Liberian National Police headquarters (including a robust Police Support Unit element), Bureau of Immigration and Naturalisation (BIN), the Bureau of Corrections and Rehabilitation (BCR) and elements of the justice system such as county attorneys, public defenders, magistrates and judges. Building upon the National Security Strategy and the strategic plans of the Judicial Branch, the Ministry of Justice, Liberian National Police (LNP), Bureau of Immigration and Naturalization (BIN), and the BCR, the Hub project is a holistic approach to providing security and delivering justice throughout the country by:</p> <ul style="list-style-type: none"> ▪ Fostering linkages among rule of law actors—LNP, BIN, Corrections, Judiciary, public defense and prosecution; ▪ Increasing security response capacity; ▪ Improved work facilities; and ▪ Reinforced administrative effectiveness and accountability 			
PBF Priority Area:	Support for security sector and rule of law			
PBF Outcome:	Enhanced access to justice and community security at the regional and county levels in preparation for UNMIL transition (see LPP)			
Key Project Activities:	<p>Construction of the following buildings:</p> <ul style="list-style-type: none"> - A prison in Grand Kru (with separate facilities for females); - Dormitories to accommodate up to 40 BIN and 40 PSU; - Multipurpose center: (including separated areas for training, 			

	<p>socializing, prayer, dining, kitchen);</p> <ul style="list-style-type: none"> - Public outreach office; - Shared administration building with offices for BIN, LNP, BCR, Hub Manager and work stations for other security agencies); - Sub-police station (including a temporary detention center); - Maintenance workshop; - Staff houses with 5 rooms: (1 Judiciary, 1 Police, 1 BIN, 1 Hub Manager, 1 MOJ); - Guest house with 2 bedrooms - Courthouses <p>Includes the following facilities:</p> <ul style="list-style-type: none"> - Recreation grounds; - Security Fencing; - Central utility services; - Solar lighting. <p>Renovation:</p> <ul style="list-style-type: none"> - Existing Harper prison and fencing <p>Upon construction completion the facilities to be supplied with basic hard and soft furnishings.</p>
Procurement:	<ul style="list-style-type: none"> - Construction Contracts - Machinery procured under the Gbarnga Hub will also be used for Harper Hub- proportional amount of share-cost shall be reversed to this hub; Construction Supplies, and Transport (2 - 4WD vehicles).

PBF PROJECT BUDGET	
CATEGORIES	AMOUNT (USD)
1. Supplies, commodities, equipment and transport	275,000
2. Personnel (staff, consultants and travel)- Operations	350,000
3. Training of counterparts	55,000
4. Contracts	2,295,000
5. Other direct costs	202,570
Sub-Total Project Costs	3,177,570
Indirect Support Costs (7%)	222,430
TOTAL	3,400,000

PEACEBUILDING FUND

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PROJECT SUMMARY #3: Zwedru Hub

Project Number & Title:	PBF/			
Recipient UN Organization:	UNOPS			
Implementing Partner(s):	UNOPS, Judicial Branch, Ministry of Justice			
Location:	Zwedru, Liberia			
Approved Project Budget:	3,400,000 USD			
Duration:	Planned Start Date: February 2012 Planned Completion: December 2012			
SC Approval Date: (Actual Dates)		MDTF Funds Transfer		Project Activities Start Date
Project Description:	<p>The Regional Hub is designed to extend security and justice services in Grand Gedeh and Sinoe counties (the counties covered by the Zwedru hub). The Regional Hub bring together a regional Liberian National Police headquarters (including a robust Police Support Unit element), Bureau of Immigration and Naturalisation (BIN, the Bureau of Corrections and Rehabilitation (BCR) and elements of the justice system such as county attorneys, public defenders, magistrates and judges. Building upon the National Security Strategy and the strategic plans of the Judicial Branch, Ministry of Justice, Liberian National Police (LNP), the BCR and Bureau of Immigration and Naturalization (BIN), the Hub project is a holistic approach to providing security and delivering justice throughout the country by:</p> <ul style="list-style-type: none"> ▪ Fostering linkages among rule of law actors—LNP, BIN, Corrections, Judiciary, public defense and prosecution; ▪ Increasing security response capacity; ▪ Improved work facilities; and ▪ Reinforced administrative effectiveness and accountability 			
PBF Priority Area:	Support for security sector and rule of law			
PBF Outcome:	Enhanced access to justice and community security at the regional and county levels in preparation for UNMIL transition (see LPP)			
Key Project Activities:	<p>Construction of the following buildings:</p> <ul style="list-style-type: none"> - A detention facility (smaller block for female); - Dormitories to accommodate up to 40 BIN and 40 PSU; - Multi-purpose center: (including separated areas for training, socializing, dining, kitchen); - Public outreach office; - Shared administration building with offices for BIN, LNP, BCR, Hub Manager and work stations for other security agencies); - Sub-police station (including a temporary detention center); 			

	<ul style="list-style-type: none"> - Maintenance workshop; - Staff houses with 5 rooms: (1 Judiciary, 1 Police, 1 BIN, 1 Hub Manager, 1 MOJ); - Guest house with 2 bedrooms; - Courthouses. <p>Includes the following facilities:</p> <ul style="list-style-type: none"> - Recreation grounds; - Security Fencing; - Central utility services; - Solar lighting. <p>Upon construction completion the facilities to be supplied with basic hard and soft furnishings.</p> <p>Renovation: Existing Zwedru prison and fencing. Within the same lot, build cell block for women and juveniles, with partition). Includes supply & Installation of Solar Lighting system at the Central prison in Zwedru.</p>
Procurement:	<ul style="list-style-type: none"> - Solar Lighting units for Zwedru Prison; - Machinery procured under the Gbarnga Hub will also be used for Harper Hub- proportional amount of share-cost shall be reversed to this hub; Construction Supplies, and Transport (2 - 4WD vehicles); - Construction Contracts.

PBF PROJECT BUDGET	
CATEGORIES	AMOUNT (USD)
1. Supplies, equipment and transport	
<i>Supplies, equipment and transport</i>	<i>200,000</i>
<i>Zwedru Prison Solar Lighting</i>	<i>100,000</i>
Sub-total	300,000
2. Personnel (staff, consultants and travel)	350,000
3. Training of counterparts	30,000
4. Contracts	2,295,000
5. Other direct costs	202,570
Sub-Total Project Costs	3,177,570
Indirect Support Costs (7%)	222,430
TOTAL	3,400,000

PEACEBUILDING FUND

PROJECT SUMMARY #4: Monrovia Central Prison

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Project Number & Title:	PBF/			
Recipient UN Organization:	UNOPS			
Implementing Partner(s):	UNOPS, Ministry of Justice			
Location:	Monrovia, Liberia			
Approved Project Budget:	500,000 USD (300,000 from UNDP, an additional 700,000 USD will need to be raised from donors)			
Duration:	Planned Start Date: February 2012 (ground breaking) Planned Completion: December 2012			
SC Approval Date: (Actual Dates)		MDTF Funds Transfer		Project Activities Start Date
Project Description:	<p>The existing Monrovia Central Prison is vastly overcrowded and conditions are not in line with international standards for human rights. Health facilities and exercise facilities are poor and hygiene issues are a constant concern. Therefore, it has been decided to build a new prison outside Monrovia with a capacity in its first phase of up to 150 inmates. The new prison will be built on public land already provided by the Government of Liberia. The prison will be built on a green space, with ample room for exercise and gardening. The prison will be built in accordance to a modular design so that it can be expanded easily in future as funds become available.</p>			
PBF Priority Area:	Support for rule of law and correction services			
PBF Outcome:	Justice and security service providers able to provide fair and accountable professional services			
Key Project Activities:	<ul style="list-style-type: none"> - Land Clearing and Layout Planning including road access; - High-Security Fencing (6m high); Watch Towers with electrical power spotlights; <p>Construction of the following buildings:</p> <ul style="list-style-type: none"> - Wards with capacity for 200 inmates (and female block); - Main Administration Facility including visitors waiting hall; - Multipurpose center (with divisions for storage, place of worship, vocational training, dining); - Main infirmary; - Maintenance workshop; - Staff house with 4 rooms <p>With the following facilities:</p> <ul style="list-style-type: none"> - Exercise grounds; - Farming and livestock unit grounds; - Central solar power generation and central water supply; - Various secondary security fencing to isolate areas; 			
Procurement:	<ul style="list-style-type: none"> - Solar Lighting for Perimeter fencing and solar interior lighting for night period; 			

	<ul style="list-style-type: none"> - Vocational Training supplies and equipment including SSB machinery; - Radio Communication equipment (HF and VHF); - Vehicles for staff movement (One mini-Bus, One double cabin pick-ups); - Vehicles for Prisoners movement (One mini-Bus, Two single cabin Pick-ups : all modified with security features for transport of prisoners); - Hard and Soft Furnishings; - Kitchen Equipment and supplies; - Prisoners Clothing (overalls).
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PBF PROJECT BUDGET	
CATEGORIES	AMOUNT (USD)
1. Supplies, commodities, equipment and transport	28,595
2. Personnel (staff, consultants and travel)	42,195
3. Training of counterparts	
4. Contracts	364,000
5. Other direct costs	32,500
Sub-Total Project Costs	467,290
Indirect Support Costs (7%)	32,710
TOTAL	500,000

B: UNDP work plan for as per the Costed Action Plan

THE PEACEBUILDING FUND

PROJECT SUMMARY - #1 – Communications Network

Project Number& Title:	PBF/			
Recipient UN Organization:	UNDP			
Implementing Partner(s):	UNDP; MoJ; Judiciary, UNPOL,			
Location:	Counties covered by Gbarnga regional Hub (Bong, Lofa, Nimba), Liberia			
Approved Project Budget:	\$1,000,000.			
Duration:	Planned Start Date: January 2012		Planned Completion: June 2013	
SC Approval Date: (Actual Dates)		MDTF Funds Transfer		Project Activities Start Date
Project Description:	<p>The project aims to strengthen the communications network in Liberia; with plans to extend the network to link the counties within the Gbarnga 'Hub" region with the Regional hub and Monrovia HQ; with the service providing communications capabilities to the LNP, BIN and BCR. The project aims to build upon existing networks and extend the network into areas not currently covered within the geographic region of the Gbarnga "hub." The initial project provides voice communications capacities with the possibility of adding data capacities</p> <p>The project includes the procurement and installation of network hardware; technical training to be arranged and coordinated with the hardware provider; monthly maintenance and service costs for a period of one year; procurement of radio sets to be used by LNP, BIN and BCR in the region and counties; and vehicles to be used for the installation and subsequent servicing of the system.</p> <p>Given the complex nature of the project and the need for integration of the network into other possible contributions to communications so that there is full interoperability; there is a need for an independent IT Consultant (short-term) to support the overall process to assure feasibility and quality control in implementation and to assist potential for further development and integration of the communications network and coordinate between the recipient</p>			

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	<p>national security agencies; and other potential or committed donors contributing to enhancing LNP, BIN and BCR communications capabilities.</p> <p>UNPOL and CAU will continue to support LNP, BIN and BCR with "end-user" training and development of communications protocols and procedures.</p>
PBF Priority Area:	Support for security sector reform and rule of law.
PBF Outcome:	Enhanced access to justice and community security at the regional and county levels in preparation for UNMIL transition.
Key Project Activities:	<p>UNPOL and CAU to provide technical advisory support and "end-user" training including development of communications procedures. UNPOL to continue to provide project management and technical advice to LNP and BIN on strategic plan projects related to or complimentary to the Communications Network Project including (including a project review):</p> <p><u>LNP Strategic Development:</u> Develop LNP Command, Control, Coordination capacity including 911 Centre Develop integrated communications strategy Develop IT plan including identification of network and system requirements Establish LNP HF base/mobile radio capabilities at County and main HQ's</p> <p><u>BIN Strategic Development:</u> Design effective communication network to link officers in border areas to communicate with BIN HQ Develop communications strategy for use of HF and UHF radio communications</p> <p><u>BCR</u> Design effective communication network to link prison guards and to enable communications with the LNP when necessary.</p>
Procurement:	Internet Vsat and accessories, including installation; purchase and install UHF, HF base and mobile radio; provide orientation training for the users.

PBF PROJECT BUDGET	
CATEGORIES	AMOUNT (USD)
1. Supplies, commodities, equipment and transport	
<i>Hardware (internet and radio), materials, installation, labor and annual subscription</i>	828,730
<i>Monthly service and maintenance (1 year)</i>	50,000
<i>Software and cabling</i>	949
<i>Laptop (3)</i>	4,900
<i>Ford Explorer (SUV)</i>	50,000
Sub-total	934,579
2. Personnel (staff, consultants and travel)	
3. Training of counterparts (including training materials) and Forums	
4. Contracts	
5. Other direct costs	
Sub-Total Project Costs	934,579
Indirect Support Costs (7%)	65,421
TOTAL	1,000,000

PROJECT SUMMARY - #2 – Establishment of a Public Services Office at the Gbarnga Hub

Project Number& Title:	PBF/			
Recipient UN Organization:	UNDP			
Implementing Partner(s):	UNDP/MoJ/UNMIL-Civil Affairs & LJSSD			
Location:	Gbarnga, Bong County, Liberia.			
Approved Project Budget:	\$40,000 (an additional \$40,000 is being provided by UNDP; a balance of \$420,000 remains per activity's indicative budget)			
Duration:	Planned Start Date: March 2012		Planned Completion: June 2012	
SC Approval Date: (Actual Dates)		MDTF Funds Transfer		Project Activities Start Date
Project Description:	<p>This project will provide support for the establishment of a public services office (PSO) at the Gbarnga hub. Activities will build on those planned under the PBF quick-start services component for the Gbarnga Hub.</p> <p>The PSO will provide public information and carry out public sensitization campaigns about the operation of the Hub along with the services it offers. It will also manage the receipt and referral of public complaints and/or grievances to existing and improved institutional mechanisms for their follow-up and redress. This will contribute to strengthening the accountability of justice and security institutions.</p> <p>The project will provide technical and financial assistance to enhance these mechanisms, thus allowing the PSO to support better service delivery at the Hub. In identifying the specific areas of assistance, the project activities will build on and sustain the services implemented under the PBF quick-start project. They will also take into account the Action Plan developed by the Public Outreach Task Force of the MoJ, drawing on good practices such as the use of radio programmes, etc.</p>			
PBF Priority Area:	Support for security sector reform and rule of law institutions.			
PBF Outcome:	Enhanced access to justice and community security at the regional and county levels in preparation for UNMIL transition.			
Key Project Activities:	<ul style="list-style-type: none"> - Technical support to PSO coordinator and assistant; - Fund county coordination and outreach; - Fund salaries for PSO coordinator and assistant, months 7-12 (building on quick start component's funding of months 1-6). 			
Procurement:	Office equipment (furniture, computer) and stationary; printed materials (for outreach).			

PBF PROJECT BUDGET	
CATEGORIES	AMOUNT (USD)
1. Supplies, commodities, equipment and transport	
2. Personnel (staff, consultants and travel)	
<i>Salaries for PSO coordinator and assistant (months 7-12)</i>	15,000
3. Training of counterparts	
<i>Community outreach training, including printed materials</i>	22,383
4. Contracts	
5. Other direct costs	
Sub-Total Project Costs	37,383
Indirect Support Costs (7%)	2,617
TOTAL	40,000

PROJECT SUMMARY - #3 – Strategy for the Deployment of Justice Actors

Project Number& Title:	PBF/			
Recipient UN Organization:	UNDP			
Implementing Partner(s):	UNDP; MoJ; Judiciary; UNMIL-LJSSD; UNICEF			
Location:	Monrovia, Liberia			
Approved Project Budget:	\$200,000 (an additional \$100,000 has been provided by UNDP; overall, an additional \$2,980,000 is required per activity's indicative budget).			
Duration:	Planned Start Date: March 2012 Planned Completion: December 2012			
SC Approval Date: (Actual Dates)		MDTF Funds Transfer		Project Activities Start Date
Project Description:	<p>In consultation with the Ministry of Justice (MoJ) and the Judiciary, a Deployment Strategy will be developed for the county attorneys, assistant county attorneys, city solicitors and public defenders, who are planned to work in the regional Hubs.</p> <p>An initial deployment of 4 county attorneys, 34 city solicitors and a number of public defenders (to be determined by the judiciary) will take place in the counties covered by the Gbarnga hub by March 2012. LJSSD/UNMIL will work with the Ministry of Justice and the Judiciary to support this deployment.</p> <p>These deployments will complement the Judiciary's proposed plans for the deployment, by mid 2012, of an additional Circuit Court Judge to the new Gbarnga Circuit Court to allow for concurrent trials within the Court's two courtrooms and the temporary deployment of judges to conduct a review of magisterial court sentencing.</p> <p>The project envisages pre-deployment and on-site training and mentorship for six (6) months, including specialized trainings on child justice and SGBV by the Judicial Institute.</p> <p>This project will sustain salaries for the County Attorneys, City Solicitors and Public Defenders for the FY2011/12. The GoL in turn commits to factoring in the salaries for the above posts for the FY2012/13.</p>			
	Support for security sector reform and rule of law.			
PBF Outcome:	Enhanced access to justice and community security at the regional and county levels in preparation for UNMIL transition.			

Key Project Activities:	<ul style="list-style-type: none"> - Consultation with MoJ and Judiciary to develop deployment strategy; - UNMIL-LJSSD will provide technical support and legal advice to the MoJ and the Judiciary in the development of the deployment strategy; - Recruit local candidates; - Conduct pre-deployment training; - Provide on-site refresher training and mentorship for initial six (6) months.
Procurement:	Printing materials (for training)

PBF PROJECT BUDGET	
CATEGORIES	AMOUNT (USD)
1. Supplies, commodities, equipment and transport	
2. Personnel (staff, consultants and travel)	120,000
3. Training of counterparts (including training materials)	66,915
4. Contracts	
5. Other direct costs	
Sub-Total Project Costs	186,916
Indirect Support Costs (7%)	13,084
TOTAL	200,000

PROJECT SUMMARY - #4 – Justice and Security Sector-wide Record Keeping System for the Gbarnga Hub Region

Project Number & Title:	PBF/			
Recipient UN Organization:	UNDP			
Implementing Partner(s):	MoJ (LNP, BIN, BCR, Office of the Solicitor General) , the Judiciary (including Public Defense), UNDP, UNMIL-LJSSD,			
Location:	Gbarnga & Monrovia, Liberia			
Approved Project Budget:	\$380,000 (an additional \$100,000 has been provided by UNDP; overall, an additional \$2,900,000 is required per activity's indicative budget)			
Duration:	Planned Start Date: November 2011		Planned Completion: May 2012	
SC Approval Date: (Actual Dates)		MDTF Funds Transfer		Project Activities Start Date
Project Description:	<p>Basic systems for recording and maintaining records remain weak or are non-existent among the justice and security agencies. Furthermore, systems and methods of recording information, transferring information remain ad hoc in nature. Putting a record-keeping system in place will be critical for any data collection and maintenance to have relevance or value.</p> <p>In collaboration with UNMIL, UNDP will partner with the Ministry of Justice (MoJ) and the Judiciary to develop a very basic justice and security sector-wide record-keeping system for the three counties covered by the Gbarnga Hub (Bong, Lofa and Nimba). The Gbarnga sub-system will further be linked up to a national-level record-keeping system for centrality of data monitoring and collection. The overall system will support administrative effectiveness, accountability and coordination for all justice and security actors involved (LNP, Prosecution, Courts, Public Defenders, BCR (prisons), BIN.</p> <p>At the national level, a review of the status of record-keeping has already been completed for the Judiciary (courts) and the MoJ. For the Judiciary, a systems design has been discussed, while the MoJ is presently engaged in discussions on the same issue. As a pilot, training of clerks by the Judicial Institute is ongoing in Montserrado. Both the LNP and BCR have also made progress in implementing basic record keeping mechanisms.</p> <p>This project will complement these efforts and build on the progress achieved with the quick-start PBF funding for the Gbarnga Hub services component, which will put a strong focus on providing the most necessary basics, including typewriters filing cabinets, log books in the three counties etc.</p>			

	Initial support shall be for a consultant to assess existing record-keeping systems for justice and security agencies operating at the Gbarnga Hub. A simple record-keeping system will then be put in place in the Hub taking into account the lessons drawn from the ongoing effort to implement complementary record-keeping systems within the MoJ and the Judiciary. Staff within the various justice and security agencies will be trained in record-keeping. The project also includes the procurement of basic supplies for record-keeping, such as filing cabinets/shelves, files/binders, computer equipment.
PBF Priority Area:	Support for security sector reform and rule of law.
PBF Outcome:	Enhanced access to justice and community security at the regional and county levels in preparation for UNMIL transition.
Key Project Activities:	<ul style="list-style-type: none"> - Contract a consultant to undertake a review/assessment, in coordination with the Government and UNMIL, of existing record keeping systems of individual justice and security agencies. - An interagency task force will be put in place to facilitate the review/assessment of the needs of individual agencies; - Based on this review, the consultant, with support from Government partners and UNMIL-LJSSD will design a justice and security sector wide tracking and filing system for the Gbarnga Hub, which is to be compatible with existing national-level systems; - Training in record-keeping provided to justice and security agencies operating in the Gbarnga Hub. This may benefit from potential support by the U.S. DoJ; - Procurement of record-keeping equipment for implementation; - UNPOL and UNMIL-LJSSD will provide technical advisory support to strengthen national capacity to process and maintain records.
Procurement:	Procurement of legers; file jackets, cabinets; the procurement and installation of wooden shelves; type writers, computer equipment (hard and software, as well as installation); stationary; contracting of consultant.

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PBF PROJECT BUDGET

CATEGORIES	AMOUNT (USD)
1. Supplies, commodities, equipment and transport <i>Including legers, file jackets, cabinets, wooden shelves, type writers, computer equipment (hard and software), stationary.</i>	283,400
2. Personnel (staff, consultants and travel) <i>Consultant to carry out assessment and systems design</i>	20,000
3. Training of counterparts (including training materials) <i>Training in record-keeping for staff in the justice and security agencies and training of clerks</i>	50,000
4. Contracts	
5. Other direct costs	1,740
Sub-Total Project Costs	355,140
Indirect Support Costs (7%)	24,860
TOTAL	380,000

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PROJECT SUMMARY - #5- Review of Management and Accountability Mechanisms within Justice and Security Institutions

Project Number & Title:	PBF/			
Recipient UN Organization:	UNDP			
Implementing Partner(s):	Judiciary (Court and Public Defence); MoJ (LMP, BCR, BIN, Prosecution); UNDP; UNMIL-SSR/LJSSD/UNPOL.			
Location:	Monrovia, Liberia			
Approved Project Budget:	\$50,000 (additional financial support will be required in order to implement the recommendations developed in the review)			
Duration:	Planned Start Date: February 2012		Planned Completion: July 2012	
SC Approval Date: (Actual Dates)		MDTF Funds Transfer		Project Activities Start Date
Project Description:	<p>In addition to building the capacity of justice and security institutions, it is equally important to focus on oversight, accountability and management arrangements in parallel. Therefore, this review, to be undertaken by an independent expert consultant, with focused technical support from UNMIL and UNDP, will map and review the existing management and accountability mechanisms in place within key justice and security institutions in Liberia.</p> <p>The review will build on what is already in place and will highlight examples of emerging good practice, including for example the LNP Professional Standards Division which continues to develop in terms of capacity for internal investigation of complaints and misconduct. Other issues such as the role of the Prison Board of Investigation and Inquiry and the rules surrounding the sequestration of juries will also come under review.</p> <p>Specifically regarding the management arrangements, the review will focus on the internal management structures in place within the Ministry of Justice (and its key components including the LNP, BIN, BCR and prosecution) and the Judiciary. In reviewing the management structures issues relating to personnel misconduct, integrity issues and standards of professionalism will be assessed. Beyond managerial oversight, the review will also focus on accountability mechanisms within the justice and security sector. In this regard, the role and function of the relevant committee structures within the legislature will be reviewed (building on an assessment being undertaken by UNMIL/SSR and DPKO/OROLSI which is due to be finalized by January 2012). In parallel to parliamentary accountability, the role of civil society and the media will also come under review as key pillars of accountability.</p> <p>Based on the final validated comprehensive mapping and analysis of the management and accountability mechanisms, the review will draw up a set of concrete recommendations for consideration by the executive, the legislature and the judiciary. These recommendations</p>			

	<p>will also be shared with the Liberia configuration of the PBC with a view to ensuring adequate financial support for their execution and thereby ensuring that the PBF remains catalytic.</p> <p>A validation workshop will be put in place in June 2012 to enable all relevant actors to vet the results and for all concerned parties to endorse a final report that can act as the basis for future work in this area.</p>
PBF Priority Area:	Output 2 (LPP) : Justice and Security service providers able to provide fair and accountable professional services
PBF Outcome:	Enhanced access to justice and community security at the regional and county levels in preparation for UNMIL transition
Key Project Activities:	<ul style="list-style-type: none"> - In country expertise within the UN and the GoL will be utilized to undertake a desk review; - Contract a consultant with the appropriate expertise to undertake review, identifying gaps and providing recommendations as well as contributing international lessons learned and good practices; - Organize forum to validate findings and support follow-up to ensure implementation of recommendations; - Printing and dissemination of final report.
Procurement:	Contracting a consultant, printing (<i>viz.</i> consultant report).

PBF PROJECT BUDGET	
CATEGORIES	AMOUNT (USD)
1. Supplies, commodities, equipment and transport	
<i>Printing and dissemination of the report</i>	15,000
2. Personnel (staff, consultants and travel)	20,000
3. Training of counterparts (including training materials) and Forums	
<i>Validation forum (venue, guest speakers, food)</i>	10,000
4. Contracts	
5. Other direct costs	1,730
Sub-Total Project Costs	46,730
Indirect Support Costs (7%)	3,270
TOTAL	50,000

PROJECT SUMMARY - #6 – Recruitment and Deployment of Corrections Officers to the Gbarnga Hub

Project Number& Title:	PBF/			
Recipient UN Organization:	UNDP			
Implementing Partner(s):	UNDP; MoJ-BCR; UNMIL-CAU			
Location:	Gbarnga, Bong County, Liberia			
Approved Project Budget:	\$125,000			
Duration:	Planned Start Date: January 2012 June 2012		Planned Completion:	
SC Approval Date: (Actual Dates)		MDTF Funds Transfer		Project Activities Start Date
Project Description:	<p>This project seeks to recruit and train 20 corrections officers. The officers will be deployed to improve the staff strength at Gbarnga Central Prison. The facility is expected to serve as a maximum security prison for the regional Hub covering Bong, Lofa and Nimba counties.</p> <p>Currently the facility's staff strength is 13 corrections officers and four volunteers against an average prison population of 100 inmates. With a functioning legal system and using comparative country data, the prison population is projected to reach over 400 within the next three years. Thus the need to deploy 20 additional corrections officers.</p> <p>Four of the 20 positions will be reserved for female officers. This will bring the female representation in the corrections workforce to 17 %.</p> <p>This project covers meals and stipends for the corrections officers during a six (6) month training period. The GoL commits to factoring in the salaries for the above posts for the FY2012/13.</p>			
PBF Priority Area:	Support for security sector reform and rule of law			
PBF Outcome:	Enhanced access to justice and community security at the regional and county levels in preparation for UNMIL transition			
Key Project Activities:	<p>MoJ-BCR/UNMIL-CAU trainers will carry out the following key project activities:</p> <ul style="list-style-type: none"> - Recruitment (including creation of recruitment awareness through advertisement in the print and electronic media, sensitization of community and religious groups, distribution of flyers, interviews, background investigations); - Training of 20 corrections officers (including review of training modules, preparation of lesson plans/delivery of lessons, administration of examination after course-work, assessment of trainees on field attachments, preparation of 			

	final course report, etc.) - In-service training and mentorship.
Procurement:	Procurement of training aids, training kits, medical kits, uniforms and printing material.

PBF PROJECT BUDGET	
CATEGORIES	AMOUNT (USD)
1. Supplies, commodities, equipment and transport <i>Equipment, vehicles, computer etc.</i>	65,500
2. Personnel (staff, consultants and travel) <i>Meals, stipends and travel for 20 corrections officers over six (6) months</i>	20,360
3. Training of counterparts (including training materials) <i>Training of 20 corrections officers, including uniform and materials</i>	20,028
4. Contracts	
5. Other direct costs	10,934
Sub-Total Project Costs	116,822
Indirect Support Costs (7%)	8,178
TOTAL	125,000

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PROJECT SUMMARY - #7- BIN Border Patrol Unit

Project Number& Title:	PBF/			
Recipient UN Organization:	UNDP			
Implementing Partner(s):	UNDP/UNPOL/MoJ-BIN			
Location:	Monrovia, Liberia (to be deployed as nationally)			
Approved Project Budget:	\$100,000 (and additional \$50,000 is being provided by UNDP; an additional \$750,000 is required per activity's indicative budget)			
Duration:	Planned Start Date: December 2011		Planned Completion: December 2011	
SC Approval Date: (Actual Dates)		MDTF Funds Transfer		Project Activities Start Date
Project Description:	<p>Making the BIN operational has taken on a new urgency in light of the impending transitioning of security from UNMIL to national authorities. This project therefore aims to enhance the operational capabilities of the Liberia Bureau of immigration and Naturalization's (BIN) capacity to patrol the border areas of Nimba and Lofa counties (the two border counties covered by the Gbarnga Hub). The focus will be both on enhancing capacity to build an effective BIN border patrol unit and to provide enablers so that the unit can perform effectively. In terms of building capacity a tailor-made training programme will be put in place with a strong focus on situational training and border management techniques. It is envisaged that a highly effective and visible border patrol unit will act as a catalyst for further funding to support other such units along the border.</p> <p>The BIN has not yet achieved capacity levels consistent with providing a steady state of security along the borders of Liberia. Their developmental and operational progress remains uneven; contributing to unfulfilled expectations from the public and lack of confidence in the rule of law, and weakened sectoral capabilities to respond to law, order and security challenges. Stability is dependent upon the ability of the national institutions to effectively respond to emerging security challenges; to which one must consider to be terrorism and organized crime, illicit trafficking of goods and persons, and escalations in the severity and frequency of violent crime. Control of the borders is critical to this end.</p> <p>At present, the BIN is in a very sound position to advance its capacity; including development of their own internal capacities to</p>			

	<p>deliver training to their officers; to which UNPOL will continue to provide technical advisory support consistent with the BIN Strategic Plan for development and the mission mandate; including implementation support on Justice and Security projects and programmes.</p> <p>This program aims to enhance BIN operational capacities and enable BIN officers to effectively deliver their services as the officers' roll-out in the geographical areas of coverage serviced by the "Gbarnga hub."</p> <p>The BIN is expected to deploy 120 Border Patrol Officers to the Hub as soon as the infrastructure is ready for occupation (40 in the Hub, 40 in Nimba, 25 in Lofa, and 15 in Bong).</p> <p>There is an important need in providing logistical support to the deployed officers so that they can function effectively and accomplish the BIN border patrol unit's mandate. For mobility purposes, vehicles will be procured and supplies and travel funded.</p>
PBF Priority Area:	Support for security sector reform and rule of law
PBF Outcome:	Enhanced access to justice and community security at the regional and county levels in preparation for UNMIL transition
Key Project Activities:	<ul style="list-style-type: none"> - UNPOL will provide technical advisory support and training support to BIN operations, administration and development, including direct support for implementation of this specific project; - Pre-deployment and in-service training of BIN officers; - Procure vehicles, uniforms, personal equipment.
Procurement:	<p>Training materials and training costs;</p> <p>Motorcycles/vehicles;</p> <p>Uniforms/Personal Equipment.</p>

PBF PROJECT BUDGET	
CATEGORIES	AMOUNT(USD)
1. Supplies, commodities, equipment and transport	
<i>Vehicles</i>	57,000
<i>Uniforms, personal equipment</i>	24,720
<i>Computer</i>	962
Sub-total	82,680
2. Personnel (staff, consultants and travel)	
3. Training of counterparts (including training materials)	2,010
4. Contracts	
5. Other direct costs	
<i>Gasoline/fuel</i>	8,208
<i>Other</i>	560
Sub-total	8,768
Sub-Total Project Costs	93,458
Indirect Support Costs (7%)	6,542
TOTAL	100,000

PROJECT SUMMARY - #8 – Technical and Financial Support to CSOs for Provision of Community Security and Legal Services in the Gbarnga Hub Region

Project Number& Title:	PBF/			
Recipient UN Organization:	UNDP			
Implementing Partner(s):	UNDP, MoJ, UNMIL-LJSSD, UNICEF			
Location:	Bong, Lofa and Nimba Counties, Liberia			
Approved Project Budget:	\$300,000 (a balance of \$1,200,000 remains in this activity's indicative budget)			
Duration:	Planned Start Date: April 2012 Planned Completion: October 2012			
SC Approval Date: (Actual Dates)		MDTF Funds Transfer		Project Activities StartDate
Project Description:	<p>In the years following the end of the civil war, civil society in Liberia has worked hard to fill the gap in the delivery of legal services by providing a wide range of services, including community-based dispute resolution and other types of support. These initiatives have proven successful and, as such, it is pivotal to build on their successes to maximize the impact of justice and security service delivery in Liberia.</p> <p>Strengthening civil society through technical and financial support will, therefore, constitute a critical component of the Gbarnga Hub concept. Networks of CSOs providing legal services to the three counties covered by the Gbarnga Hub (Bong, Lofa, Nimba) will be established so as to provide clear entry points and referral pathways for the community.</p> <p>A Security Perceptions Survey will also be carried out in connection with the establishment of a Public Services Office at the Gbarnga Hub (<i>see Project Item #5</i>). This will inform the extent to which community security services form part of the services delivered by civil society as well as the nature of legal services targeted under this project.</p> <p>A mapping and capacity assessment of CSOs working to deliver security and legal services in the Gbarnga Hub region will be carried out as an initial step. This will help identify the target groups and services provided by NGOs and guide the development of specific capacity building programmes for CSOs to ensure their institutional development and the sustainability of their programmes in the longer term. These programmes will also contain a monitoring component. Amongst other things, CSOs will be trained to provide legal, mediation and dispute resolution services, including specialized trainings on child justice and SGBV. They will also be trained to contribute to building awareness among the Liberian</p>			

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	people of their legal rights, and to provide access to and build public confidence in legal and security institutions.
PBF Priority Area:	Support for security sector reform and rule of law institutions.
PBF Outcome:	Enhanced access to justice and security at the regional and county levels in preparation for UNMIL transition.
Key Project Activities:	<ul style="list-style-type: none"> - Identify and recruit a partner to undertake a mapping/survey and capacity assessment of CSOs working in the areas of community security and/or legal services provision in the Gbarnga region (Bong, Lofa and Nimba counties) and identify CSOs for capacity development support in consultation with both the Working Group for Public Outreach under the Ministry of Justice and the Justice and Security Technical Advisory Group; - The partner is also expected to produce a directory of CSOs; - Based on the assessment grants will be distributed to CSOs; - Development of capacity building programmes for identified CSOs; - Implementation of training programmes.
Procurement:	Equipment for CSOs, including transportation (e.g. motorbikes), stationary, PA system.

PBF PROJECT BUDGET	
CATEGORIES	AMOUNT (USD)
1. Supplies, commodities, equipment and transport <i>Equipment for CSOs (transportation (motorbikes,) stationary, PA system)</i>	69,000
2. Personnel (staff, consultants and travel)	
3. Training of counterparts <i>Training and mentoring of CSOs in the delivery of community security and legal services, in institutional development and in monitoring and evaluation of programmes (including training and promotional materials)</i>	50,000
4. Contracts <i>Outreach Efforts (grants to CSOs)</i>	160,000
5. Other direct costs:	1,374
Sub-Total Project Costs	280,374
Indirect Support Costs (7%)	19,626
TOTAL	300,000

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PROJECT SUMMARY - #9–Human Rights Monitors in Gbarnga Hub Region

Project Number& Title:	PBF/			
Recipient UN Organization:	UNDP			
Implementing Partner(s):	UNDP; OHCHR; UNMIL-HRPS; INCHR			
Location:	Gbarnga, Liberia			
Approved Project Budget:	\$50,000 (a balance of \$650,000 remains in this activity's indicative budget)			
Duration:	Planned Start Date: February 2012		Planned Completion: August 2012	
SC Approval Date: (Actual Dates)		MDTF Funds Transfer		Project Activities StartDate
Project Description:	<p>To further support the effective operations of the Gbarnga Hub, three (3) Human Rights Monitors from the INCHR shall be deployed (one each) to the three counties serviced by the Gbarnga regional Hub (Bong, Lofa and Nimba). Deployment of these Monitors will compliment the public outreach/awareness services and the Public Service Office (PSO) at the Gbarnga Hub. It also aligns with the INCHR's national strategy to effectively monitor human rights conditions throughout Liberia.</p> <p>In addition to deployment support, the monitors will receive relevant pre-deployment training to facilitate their work as well as on-site refresher training and mentorship as necessary.</p> <p>This level of support is initial seed funding that could be maintained or expanded in service components of the remaining four Hubs.</p>			
PBF Priority Area:	Support for security sector reform and rule of law institutions.			
PBF Outcome:	Enhanced access to justice and community security at the regional and county levels in preparation for UNMIL transition.			
Key Project Activities:	<ul style="list-style-type: none"> - Liaise with INCHR to support the development of TORs for Human Rights Monitors and the deployment of three (3) Human Rights Monitor to the Gbarnga Hub; - Support training for the three Monitors; - Provide salary support to the Monitors as well as equipment (<i>viz.</i> office furniture) 			
Procurement:	Office furniture (desks, chairs).			

PBF PROJECT BUDGET	
CATEGORIES	AMOUNT (USD)
1. Supplies (e.g. media), commodities, equipment and transport	
<i>Office equipment and furniture (desks, chairs)</i>	11,000
2. Personnel (staff, consultants and travel)	
<i>Financial support (salaries)</i>	34,729
3. Training of counterparts	
<i>Orientation training of Monitors</i>	1,000
4. Contracts	
5. Other direct costs	
Sub-Total Project Costs	46,729
Indirect Support Costs (7%)	3,271
TOTAL	50,000

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PROJECT SUMMARY - #10 – Commencing the Service Component for Hubs 2 & 3

Project Number & Title:	PBF/			
Recipient UN Organization:	UNDP			
Implementing Partner(s):	UNDP; MoJ; Judiciary; UNMIL (CAU, Human Rights, LJSSD, UNPOL), UNICEF			
Location:	Zwedru (Grand Gedeh, Sinoe, Zwedru) and Harper (Grand Kru, Maryland, River Gee), Liberia			
Approved Project Budget:	1,200,000 USD			
Duration:	Planned Start Date: January 2013 ⁸		Planned Completion: August 2013	
SC Approval Date: (Actual Dates)		MDTF Funds Transfer		Project Activities Start Date
Project Description:	<p>Harper and Zwedru will be the sites of regional Hubs 2 and 3, covering Grand Gedeh, Sinoe and River Cess counties, and Maryland, Grand Kru and River Gee counties respectively. The design of the infrastructure and services components for these two Hubs will build heavily on the experiences and lessons learned from the pilot Gbarnga regional Hub.</p> <p>This project supports the deployment of well trained justice and security personnel, such as corrections officers, human rights monitors, justice actors (county attorneys, assistant county attorneys, city solicitors and public defenders) etc.⁹</p> <p>Effective coordination between the justice and security agencies deployed to the Hub is essential for the provision of professional and quality services. The project will therefore seek to establish an organizational structure that supports enhanced coordination.</p> <p>Together, deployment and coordination are expected to improve the security of communities, measured by a reduction in violence and crime, through a strengthening of law enforcement at the regional level. Another anticipated outcome is to achieve improvement in the public's trust in security and justice institutions.</p> <p>The Ministry of Justice and the Judicial Branch, in partnership with UNDP, are responsible for the implementation of the service delivery component that will see the two regional justice and security Hubs in Harper and Zwedru operational and effective. Once in place, similar activities are to be implemented in the remaining two Hubs</p>			

⁸ PBF funding for Hubs 2 & 3 is linked to trigger events concerning deployment of 70% staff to the Gbarnga Hub and the Government's commitment to 'phase-in' recurrent costs related to the effective operation of the Hub.

⁹ Beyond the implementation phase the GoL is expected to factor the salaries of these justice and security actors into its budget.

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	(Tubmanburg and Buchanan counties).
PBF Priority Area:	Support for security sector and rule of law.
PBF Outcome:	Enhanced access to justice and community security at the regional and county levels in preparation for UNMIL transition.
Key Project Activities:	<p>Key activities of this project will be patterned after the Gbarnga regional Hub, with the possibility of adding, subtracting or redesigning components based on lessons learned and local conditions. They are likely to include the following:</p> <p>(i) Record keeping, information and case management: this sub-component will build on existing initiatives for a consolidated approach to streamline the administration processes across the LNP, BIN, Office of the Solicitor General, Public Defenders' Office, and the BCR, such as the pilot projects in the courts of Bong, Lofa, Montserrado and Nimba counties;</p> <p>(ii) Joint training initiatives: capacity building of all justice and security Hub personnel will be essential for effective operations, coordination, and service delivery to the constituent counties of the Harper and Zwedru Hubs. The joint training initiatives will enable the justice and security sector agencies assigned to the regional Hubs to properly co-ordinate their law enforcement and justice functions with substantial advice and support from UNMIL (UNPOL in particular) and UNICEF technical advisors;</p> <p>(iii) Public outreach and public information through the Public Services Office (PSO): To enhance the overall provision of security and justice services and to strengthen client service delivery for communities, a Public Services Office (PSO) will be established at each of the two Hubs. This office will provide awareness, and general information to constituent communities about how the Hubs operate and the security and legal services they provide. Each of the PSOs will also carry out a public outreach campaign, covering its three constituent counties. The campaign will be designed to encourage community buy-in and ownership of the Hub concept and to ensure the engagement of local officials in Hub start-up and development. The campaign will also support sustainability through local engagement. This activity also entails the provision of technical and financial support to CSOs for their provision of community security and legal services.</p> <p>(iv) Logistics and maintenance facilities component: Operational support will be provided for the Justice and Security Hubs Management and Focal Points to establish effective hub operations in Harper and Zwedru to facilitate coordination and outreach from the Public Services Office to the six counties. Support for the mobility of the two Hub Managers to coordinate and manage operation and service delivery throughout all the Hub service areas will be addressed in this sub-component.</p>
Procurement:	<ul style="list-style-type: none"> - <i>Recruitment-related:</i> advertisement in the print and electronic media, flyers for awareness raising;

	<ul style="list-style-type: none"> - <i>Training-related</i>: training aids and training kits, including printed materials; - Equipment (stationery, office supplies, furniture, etc.)¹⁰, medical kits, uniforms etc.; - Consultant(s) to carry out systems designs for the Hubs; - Transport, including vehicles.
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PBF PROJECT BUDGET (accumulate for Hubs 2 and 3) ¹¹	
CATEGORIES	AMOUNT (USD)
1. Supplies	
<i>E.g. media commodities, equipment and transport</i>	611,000
2. Personnel	
<i>Staff, consultant(s)</i>	60,000
3. Training of counterparts	
<i>Pre-deployment training and on-site mentoring</i>	370,000
4. Contracts	
5. Other direct costs	
<i>Grants to CSOs</i>	80,495
Sub-Total Project Costs	1,121,495
Indirect Support Costs (7%)	78,505
TOTAL	1,200,000

¹⁰ To be coordinated against the planned purchases by UNOPS under the infrastructure component for Hubs 2 and 3.

¹¹ Lessons learned from the Gbarnga Hub will inform the necessary amount of funding allocated for the services component to ensure the effective operations of Hubs 2 and 3.

Annex II: BUDGET FOR PBF-FUNDED ACTIVITIES UNDER THE JSJP – INCLUDING MDTF BUDGET FORMAT

A: PBF BUDGET SUMMARY (consolidated)				
CATEGORIES	UNOPS (USD)	UNDP(USD)	TOTAL AMOUNT (USD)	
1. Supplies, commodities, equipment and transport	1,008,595	2,072,159	3,080,754	
2. Personnel (staff, consultants and travel)	942,195	737,871 ¹²	8,260,066	
3. Training of counterparts	110,000	1,162,430 ¹³	1,272,430	
4. Contracts	7,329,000	160,000	7,489,000	
5. Other direct costs	610,210	105,042	715,251	
Sub-Total Project Costs	10,000,000	4,237,502	14,237,502	
Indirect Support Costs (7% of sub-total)	700,000	296,625	996,625	
TOTAL	10,700,000	4,534,127	15,234,127	

¹² Includes USD447,782 for three JSJP posts (see relevant ToRs in Annex IV).

¹³ Includes USD570,094 for the hub services quick start component.

B: BUDGET FOR PBF-FUNDED ACTIVITIES UNDER THE JSJP

Outcome and Outputs / Activities	Time Frame	2012	2013	2014	Indicative Budget (USD)	Funds Committed (USD)	Source of Funds	Recipient UN organisation
Outcome: Enhanced access to justice and community security at the regional and county levels in preparation for UNMIL transition	2011	2012	2013	2014				
Output 1: Infrastructure, equipment, and other logistics for the effective performance of the justice and security institutions put in place								
Indicator: By December 2011, as part of the "pilot" regional hub concept, regional HQs constructed and fully equipped in Gbarnga (county-level infrastructure, equipment, logistics). A baseline study, including an element on security perception, will be undertaken by the PBO by early 2012 so that the effectiveness of the Gbarnga hub can be measured over time. The Government of Liberia will put a deployment strategy in place for the hub, alongside a strategy to "phase in" recurring costs over time. QUICK START PROJECT	X	X			3,400,000	3,400,000	PBF	UNOPS
By end 2012, 2 additional regional HQs (hubs 2 and 3) constructed and fully equipped (county-level infrastructure, equipment, logistics)		X			6,800,000	3,400,000	PBF	UNOPS
By end 2013, 2 additional regional HQs (4 and 5) constructed and fully equipped (county-level infrastructure, equipment, logistics)			X		6,800,000	3,400,000	PBF	UNOPS
Communications networks (communications and joint communications centers) established in all regional HQs, linking county, regional and national HQs of LNP, BIN and BCR		X	X		6,000,000	1,000,000	PBF	UNDP
By end 2012, construction completed on a new Monrovia Central Prison for sentenced inmates	X	X			1,500,000	500,000	PBF	UNOPS
Sub-total						11,700,000		

Output 2: Justice and Security services providers able to provide fair and accountable professional services										
By end 2011, strategy developed for rationalized deployment of county attorneys, assistant county attorneys, city solicitors, and public defenders and 25 county attorneys, 25 assistant county attorneys, and 25 public defenders identified and recruited	X	X	3,280,000	200,000	PBF	UNDP				
By end 2012, record-keeping system in place for the Gbarnga court system	X	X	2,500,000	380,000	PBF	UNDP				
By mid 2012, 20 corrections officers recruited and trained, including 5 female staff, and deployed to the Gbarnga prison to meet increased operational demands	X		125,000	125,000	PBF	UNDP				
By end 2013, BIN presence, visibility and response improved at the community level through the recruitment, training and deployment of 120 Border Patrol Officers to the counties served by the Gbarnga Hub.	X	X	900,000	100,000	PBF	UNDP				
By mid 2012, all justice and security institutions have undertaken a review of existing management and accountability mechanisms to address personnel misconduct, allegations of corruption, and ensure standards of professionalism (in line with all institutional Strategic Plans)	X		1,500,000	50,000	PBF	UNDP				
By early 2012, a public services office established at the Gbarnga hub for public information, referrals, and the receipt, referral and follow-up of public complaints to existing institutional mechanisms, with technical and financial support provided to enhance those mechanisms	X		500,000	40,000	PBF	UNDP				
By beginning of 2013, justice and security services expanded to support the Harper and Zwedru hubs.	X	X	1,200,000	1,200,000	PBF	UNDP				
Sub-total				2,095,000						

Output 3: Justice and security Service providers are responsive to community concerns									
By end 2012, Liberian and international civil society organizations technically and financially supported to provide legal services at the Gbarnga hub	X		1,500,000	300,000	PBF				UNDP
By mid 2012, sensitization and outreach to support the Gbarnga hub, to include developing a recordkeeping and case management system and a pilot to be rolled-out in the three counties with data base set up in Monrovia, joint training initiatives, public outreach and public information through the Public Support Office (including access to justice initiatives)(QUICK START)	X		610,000	610,000	PBF				UNDP
By mid 2012, 3 Human Rights monitors from the Independent National Commission on Human Rights (INCHR) deployed to Gbarnga	X		700,000	50,000	PBF				UNDP
Sub-total				960,000					
Staffing in place for effective implementation of the programme									
Justice and Security Programme Manager (International)		X	297,782	297,782	PBF				UNDP
Justice and Security Programme Manager (National) (NOC-D - \$60,000 X 3 yrs)		X	180,000	60,000	PBF				UNDP
Gbarnga Regional Hub Manager (National) (\$30,000 x 3yrs)		X	90,000	90,000	PBF				UNDP
Indirect Support Costs (7%)				31,345	PBF				UNDP
Sub-total				479,127					
GRAND TOTAL				15,234,127					

A		B		C											M							
ANNEX III: JUSTICE AND SECURITY JOINT PROGRAMME RESULTS AND RESOURCES FRAMEWORK																						
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18					
Outcome and Outputs		Activities		Indicators			Time Frame			Indicative Budget (USD)		Funds Committed		Funding Gap		Recipient UN Org		Imp. Agencies and Partners				
							2011 2012 2013 2014															
BIN Priorities		BCR Priorities		LNP Priorities		Outcome: Enhanced access to justice and community security at the regional and county levels in preparation for UNMIL transition																
Output 1: Infrastructure, equipment, and other logistics for the effective performance of the justice and security institutions put in place																						
1.1. Infrastructure, equipment, and systems critical for command, control and operational response put in place for justice and security institutions		1.1.1 # of logistic support facilities built (disaggregated in construction of # of circuit courts, # of magisterial courts, Gbarnga prison upgraded with separate facilities for women and juveniles)		1.1.2 # of regional hubs constructed and operational			1.1.3 # of effective LNP, BIN and BCR regional command and control structures in place															
13		Provision of land for 5 justice and security hubs, plus related costs associated with deployment of staff into the hubs					X X X X			500,000		500,000		GOL		0		GOL				
14		Indicator: By December 2011, as part of the "pilot" regional hub concept, regional HQs constructed and fully equipped in Gbarnga (county-level infrastructure, equipment, logistics). A baseline study, including an element on security perception, will be undertaken by the PBO by early 2012 so that the effectiveness of the Gbarnga hub can be measured over time. The Government of Liberia will put a deployment strategy in place for the hub, alongside a strategy to "phase in" recurring costs over time. QUICK START PROJECT		1.1.1 # of logistic support facilities built (disaggregated in construction of # of circuit courts, # of magisterial courts, Gbarnga prison upgraded with separate facilities for women and juveniles)			1.1.2 # of regional hubs constructed and operational			1.1.3 # of effective LNP, BIN and BCR regional command and control structures in place			3,400,000		3,400,000		0		UNOPS Judicial Branch and Ministry of Justice			
15		By end 2011, as part of the regional hubs, 2 circuit courts constructed, one in Gbarnga (Bong) and one in Nimba (with 2 courtrooms each to allow for concurrent trials equipped with in-camera facilities)					X X X X											UNOPS Judicial Branch				
16		By end 2012, 3 magisterial courts constructed in Bong (Gbarnga), Lofa and Nimba, respectively, with in-camera facilities					X X X X											UNOPS Judicial Branch				
17												50,000		UNDP				UNDP Judicial Branch				
18																		UNDP Judicial Branch				

A		B		C		D	E	F	G	H	I	J	K	L	M
Output 2: Justice and Security services providers able to provide fair and accountable professional services															
Outputs	Activities	Indicators		Time Frame		Indicative Budget (USD)	Funds Committed	Funds Source of Funds	Funding Gap	Recipient UN Org	Imp. Agencies and Partners				
				2011	2012	2013	2014								
64															
65															
66															
67	2.1. Justice and security service providers at the regional hubs able to provide fair and accountable professional services		<ul style="list-style-type: none"> 2.1.1 # SGBV cases taken to trial 2.1.2 % reduction in the number of procedural releases 2.1.3 # of prosecutors and public defenders deployed to the regional hubs out of total expected (%) 2.1.4 # of joint trainings undertaken and # of personnel trained to achieve full coverage of target countries (disaggregated by institution and sex) 2.1.5 % decrease in case backlog 2.1.6 % reduction in prisoner recidivism 2.1.7 # of PSU staff deployed and able to respond to security incidents at the regional level 2.1.8 # of trained BIN staff deployed at official border crossings 2.1.9 % increase in the number of cases being handled through the court system 2.1.10 # of corrections officers recruited and trained 												
68		By end 2011, strategy developed for rationalized deployment of county attorneys, assistant county attorneys, city solicitors, and public defenders and 25 county attorneys, 25 assistant county attorneys, and 25 public defenders identified and recruited								3,280,000	200,000 PBF		3,080,000	UNDP	Ministry of Justice
69		By end 2012, 25 county attorneys, 25 assistant county attorneys, 25 city solicitors, and 25 public defenders deployed to all regional hub countries											0		
70		By end 2012, record-keeping system in place for the Gbaranga court system								2,500,000	380,000 PBF		2,120,000	UNDP	Ministry of Justice and Judicial Branch
71		Strengthening the administration of justice									TBD USAID				
72		By beginning of 2013, justice and security services expanded to support the Harper and Zwedru hubs (hubs 2 and 3)			X	X				1,200,000	1,200,000 PBF		0	UNDP	Ministry of Justice and Judicial Branch
73		By end 2013, justice and security services expanded to support hubs 4 and 5			X					1,200,000			1,200,000		Judicial Branch and Ministry of Justice
74		By end 2013, sector-wide case management system (building on existing systems, e.g. LNP) implemented in all regional hub countries			X	X							0		
75		By end 2013, judicial infrastructure strengthened through the construction of: (1) a new National Judicial Institute in Monrovia (cost-shared by GOL 20%); (2) an additional 20 magistrates courts and 2 circuit courts; (3) a juvenile court in Montseradin								4,000,000			2,750,000		
76											1,250,000 NORWAY				

A	B	C	D	E	F	G	H	I	J	K	L	M
91	By end 2013, the SGBV Crimes Unit expanded to provide specialized prosecution and victims and witness support services for the regional hub counties											
92	By end 2011/2012, laws and other legal materials publicly available on a centralized website						30,000			30,000		
93	By end 2013, LNP operational through the recruitment, core training and equipping of 3,563 officers (including the WCPs to deal with vulnerable groups)(USD 10,686,600 yearly)			X	X	X	32,059,800	1,500,000 GER 1,700,000 US 6,300,000 US 640,000 UK		21,919,800		
94												
95												
96											UNDP	Ministry of Justice
97	Training to LNP on substantive Liberian Law and investigation process								UNMIL			
98	Support for LNP management as part of GEMS programme							1,500,000 USAID				
99	By the end of 2012, three out of 10 WACP County HQs fenced, equipped, and furnished in Gbarnga, Kakata and Sanniquelle			X	X		45,000	15,000 UNDP		30,000 UNDP		Ministry of Justice
100	By end 2011, a common strategy developed for the National Police Training Academy (LNP, BIN, BCR) and Judicial Institute (Judiciary, Prosecution, Public Defenders, and court personnel) for cross-sectoral training		X	X			150,000			150,000 UNDP		Ministry of Justice and Judicial Branch
101	Training and advise provided to the LNP and BIN								UNMIL			
102	By end 2012/2013, NPTA and JI providing cross-sectoral training for targeted judicial, justice, and security professionals									0		
103	By end 2012, additional National Police Training Academy infrastructure built to accommodate 150 officers from BIN and BCR (in addition to existing LNP officers already being accommodated and trained)		X	X			2325000	2,200,000 NORWAY		0		
104								125,000 GOL				

	A	B	C	D	E	F	G	H	I	J	K	L	M
123		By end 2013, BIN presence, visibility and response improved at the community level through the recruitment and deployment of a BIN Elite Patrol Unit	In Costed Action Plan, NON Quick Start Funding.					900,000	100,000 PBF		800,000	UNDP	Ministry of Justice
124		By end 2011, the operational plan for the National Fire Service (NFS) of Liberia launched, a needs assessment completed, and initial training undertaken for at least 75 officers						500,000			500,000		
125		By end 2013, equipment and logistics procured and specialized training completed to strengthen NFS capability to provide services nationwide									0		
126		By end 2011, all justice and security institutions have undertaken a review of existing management and accountability mechanisms to address personnel misconduct, allegations of corruption, and ensure standards of professionalism (in line with all Institutional Strategic Plans)	In Costed Action Plan, NON Quick Start Funding.					1,500,000	50,000 PBF		1,450,000	UNDP	Ministry of Justice and Judicial Branch
127		MOJ											
128		Judiciary											
129		Solicitor General's Office											
130		LNP											
131		BCR											
132		BIN									0		
133		By end 2013, all justice and security institutions are technically and financially supported to put in place effective and responsive accountability and enforcement mechanisms for addressing personnel misconduct, allegations of corruption, and ensure standards of professionalism (in line with all Institutional Strategic Plans)											
134		MOJ											
135		Judiciary											
136		Solicitor General's Office											
137		LNP											
138		BCR											
139		BIN									0		
140		By end of 2013, the justice and security legislative committees are supported with training and capacity to provide more effective oversight											
141		By end 2012/2013, quarterly retreats at the regional hub in Gbarnga for judicial, justice, and security professionals deployed to the hubs						120,000			120,000		
142		By end 2013, quarterly retreats at all the regional hubs for judicial, justice, and security professionals deployed to the hubs									0		

	A	B	C				D	E	F	G	H	I	J	K	L	M
			Outputs	Activities	Indicators	STAFFING										
							Time Frame			Indicative Budget (USD)	Funds Committed	Source of Funds	Funding Gap	Recipient UN Org	Imp. Agencies and Partners	
						2011	2012	2013	2014							
197																
198																
199																
200		Staffing in place for effective implementation of the programme		Justice and Security Programme Manager (International)			X			318,627	318,627	PBF	0	UNDP	Ministry of Justice and Judicial Branch	
201				Justice and Security Programme Manager (National)(\$60,000 X 3 yrs)			X	X	X	192,600	64,200	PBF	128,400	UNDP	Ministry of Justice and Judicial Branch	
202				Gbarnga Regional Hub Manager (National)(\$30,000 x 3yrs)			X	X	X	96,300	96,300	PBF	0	UNDP	Ministry of Justice and Judicial Branch	
203				Regional Hub Managers (Harper (24mos); Zwedru (24mos); Buchanan (12mos); Tubmanburg (12mos)			X	X	X	192,600			192,600		Ministry of Justice and Judicial Branch	
204																
205																
206																
207																
208																
209																
210																
211				Programme GRAND TOTAL											145,473,748	
212				Programme Funds Committed TOTAL											56,348,553	
213				Programme Funding Gap TOTAL											89,125,195	
214																
215				Staffing sub-TOTAL											800,127	
216				Staffing Funds Committed TOTAL											479,127	
217				Staffing Funding Gap TOTAL											321,000	

	Amount (USD)
Programme GRAND TOTAL	145,473,748
Programme Funds Committed TOTAL	56,348,553
Programme Funding Gap TOTAL	89,125,195
Staffing sub-TOTAL	800,127
Staffing Funds Committed TOTAL	479,127
Staffing Funding Gap TOTAL	321,000

Annex IV: TERMS OF REFERENCE FOR JSJP POSTS FUNDED BY PBF

OVERVIEW OF ANNEX CONTENT:

ToR A: International Justice and Security Joint Programme Manager

ToR B: National Justice and Security Joint Programme Manager

ToR C: Hub Manager, Regional Justice and Security Hub, Gbarnga

Terms of Reference A – Ministry of Justice

International Justice and Security Joint Programme (JSJP) Manager

I. Post Information

Post Title: Justice and Security Joint Programme Manager
Post Number:
Duty Station: UNMIL Monrovia, LIBERIA
Supervisor / Grade:
Source of Funding: Peace Building Fund (PBF)
Duration: One year (with possibility of renewal for a second year).

Current Grade:
Proposed Grade: P-5
Approved Grade:
Post Classified by:
Classification Approved by:

II. Organizational Context and Justification

Background

The Government of Liberia (GoL) has identified justice, security, and reconciliation as key priorities for peacebuilding and sustainable development throughout the country. Enhancing justice and security is paramount to the recovery of post-conflict states such as Liberia. In partnership with the United Nations, a three-year Liberia Peacebuilding Programme (LPP) has been developed to address the GoL priorities. The outcome areas covered by the LPP include:

1. Strengthening the rule of law: *'Enhanced access to justice and community security through five regional hubs'*;
2. Supporting security sector reform: *'Functions of Justice and Security institutions supported previously by UNMIL interventions fully maintained'*; and
3. Promoting National Reconciliation: *'Conflict sensitive regions are capacitated to address potential risks of relapse into violence and support peaceful conflict resolutions'*.

The post of International Programme Manager mirrors that of the National Programme Manager, with a view to the latter taking the Joint Programme forward once the international counterpart completes his/her assignment after 12 months. The programme manager will report to the Ministry of Justice and the Judiciary. In order to ensure UN accountability within the Joint Programme, he/she will also maintain a reporting line to the UNDP Country Director. The International Programme Manager's primary responsibility will be to work closely with the National Programme Manager to manage and implement the Justice and Security Joint Programme. This includes ensuring the administrative functioning of the justice and security activities of the Liberia Peace Building Programme, as defined in the LPP Phase 1 Costed Action Plan on Justice and Security. The International Programme Manager will work closely with the Ministry of Justice and the Office of the Chief Justice on judiciary matters related to the Justice and Security Component of the Liberia Peacebuilding Programme. He/she will also liaise closely with the Liberia Peacebuilding Office (PBO), within the Ministry of Planning and Economic Affairs – as well as with all other all other GoL Ministries and Institutions participating in the LPP. Finally, the Programme Manager is expected to ensure continued coordination with UN and other partners, implementing aspects of the LPP.

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III. Key Functions

In all key functions, the International Programme Manager collaborates closely with a National Programme Manager. For the benefit of sustainability, the two posts mirror each other during the first 12 months, with a view to the National Programme Manager taking on the full responsibility once the international counterpart completes his/her assignment.

Leadership and Oversight of Liberia Peace Building Programme (LPP) Justice and Security Components

- Supports the Government of Liberia (GoL), in consultation with the Technical Advisory Group on Justice and Security (JS TAG), in strategic planning, management, implementation, as well as monitoring and evaluation of the LPP justice and security components as defined in the LPP programme document. The Programme Manager is expected to maintain close coordination with national and international partners and ensure mindfulness of cross-cutting issues – with particular attention given to gender issues, conflict sensitivity, and human rights-based approaches (HRBA);
- Coordinates the production and dissemination of consolidated reports on the justice and security components of the LPP based on progress reports prepared by participating GoL, UN, and other participating organizations;
- Establishes, in collaboration with the GoL, UN, and other participating organizations, systems for project planning and implementation;
- Supports the Deputy Minister of Justice, in his/her function as JS TAG chair. This involves overseeing technical support to the various programme components as needed;
- Supports the GoL, in consultation with the JS TAG, to develop a risk management strategy for the justice and security components of the LPP;
- Supports the GoL, in consultation with the JS TAG, to develop strategic partnerships for overall effectiveness of the Regional Justice and Security Hubs. In particular, ensures that JS TAG meetings are used efficiently and effectively in support of the regular and sustainable operation of Regional Justice and Security Hubs;
- Maintains regular communications link to the Ministry of Justice and the Judiciary on judicial matters. The Programme Manager reports directly to the Minister of Justice on issues related to security as well as other issues requiring the attention of the Minister of Justice; and to the Chief Justice on issues related to judiciary;
- The Programme Manager, with support from the UNMIL SSR Advisor and the Liberia Peacebuilding Office (PBO), will maintain firm relationships with the two branches of Government, in particular with the Minister of Justice and the Chief Justice; and

Planning, Management, and Monitoring

- Oversees the planning of all JSJP interventions of the LPP through managing submission of programme and progress reports of GoL and UN implementing partners. This includes the timely preparation of detailed Annual Work Plans (AWPs) and budgets for all programme activities;
- Liaises with implementing partners on infrastructure works, capacity building and community outreach activities, as detailed in the Costed Action Plan;
- Ensures that lead UN agencies are delivering on LPP projects as set out in the Costed Action Plan and that they observe their staffing and financial commitments as set forth in the Programme document;
- Oversees performance tracking and management of implementing partners to ensure quality assurance and timely delivery of outputs;

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- Ensures delivery of the programme activities. Towards this end, the Programme Manager periodically reviews results to achieve intended outcomes in accordance with a Monitoring and Evaluation Plan to be developed in collaboration with the LPP M&E Specialist located within the PBO; and
- Provides regular and timely monitoring of progress on programme implementation issues pertaining to the Hubs, including identification of potential risks to Hub operations. The Programme Manager is expected to apply problem solving skills where needed; and
- Liaises with relevant partners, focal points and the PBO for continuous monitoring and assessment as per the Monitoring and Evaluation framework established in the LPP. This is carried out in close coordination with the future position of a M&E Specialist to be based in the PBO.

Coordination and Development of Strategic Partnerships

- Coordinates and collaborates with the PBO, implementing partners and UN Agencies to facilitate building linkages amongst the various justice and security projects as well as between the Justice and Security Joint Programme and the activities under the National Reconciliation Programme. Hereunder, the Programme Manager is expected to facilitate the harmonization of approaches, aimed at promoting common interests and achievement of overall results and impacts;
- Provides technical support and guidance to the JS TAG where applicable;
- Support the JS TAG to ensure quality assurance in execution of the Justice and Security Joint Programme;
- Supports the PBO, other national partners, UN and PBC in resource mobilization efforts on behalf of the Joint Programme;
- Liaises with UNMIL's Peacebuilding Advisor around the management and implementation of PBF funded activities.

IV. Impact of Results

The key results have an impact on the Liberia Peace Building Programme through:

1. Enhanced and effective justice and security service delivery throughout the country, thereby contributing to the planned goal of decentralization;
2. Improved confidence in justice and security sector institutions by local communities;
3. Reduced incidence of violence and greater reliance on Liberian justice and security sector professionals to provide effective services; and
4. Reduced levels of human rights abuses within the security sector.

V. Competencies and Critical Success Factors

Corporate Competencies

- Demonstrates commitment to UNDP's mission, vision and values;
- Demonstrates integrity by respecting the GoL's vision, values and ethical standards;
- Promotes the vision, mission, and strategic goals of the LPP;

- ❑ Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability;
- ❑ Treats all people fairly without favoritism; and
- ❑ Projects a confident leadership style that encourages team spirit and cooperation.

Functional Competencies

Development and Operational Effectiveness

- ❑ Ability to lead strategic planning, results-based management and reporting;
- ❑ Ability to lead formulation and monitoring of management projects;
- ❑ Ability to be creative, flexible and proactive in order to provide continuous support to UN and GoL staff and partners in a challenging working environment;
- ❑ Solid knowledge of financial resources and human resources management, contract and asset management, procurement, information and communication technology, and general administration; and
- ❑ Ability to lead a course of business processes re-engineering, implementation of new systems (business side), and to motivate staff behavioral and attitudinal changes.

Management and Leadership

- ❑ Builds strong relationships with clients, focuses on impact and result for the client and responds positively to feedback;
- ❑ Consistently approaches work with energy and a positive, constructive attitude;
- ❑ Demonstrates openness to change and the ability to manage complex programmatic activities;
- ❑ Leads teams effectively and shows mentoring as well as conflict resolution skills;
- ❑ Demonstrates strong oral and written communication skills;
- ❑ Remains calm, in control and good humored even under pressure; and
- ❑ Presents proven networking, team-building, organizational and communication skills.

Professionalism

- ❑ Demonstrated ability in managing and coordinating large scale multi-stakeholder projects and activities; and
- ❑ Ability to work independently with minimal supervision and to maintain flexibility

Planning and Organizing

- ❑ Demonstrated effective organizational skills and ability to handle technical work in an efficient and timely manner; and
- ❑ Demonstrated ability to coordinate tasks to meet deadlines.

Knowledge Management and Learning

- ❑ Promotes knowledge management among justice and security professionals that promotes constructive assessment and builds on lessons learned for roll-out of Regional Justice and Security Hubs beyond the pilot phase; and
- ❑ Ensures that UNMIL's D/SRSG R&G and the Minister of Justice are adequately briefed at all times on developments and emerging challenges relevant to JSJP management and implementation progress.

VI. Qualifications	
Education	Advanced university degree (minimum of a MA or MSc) in Management, Public Administration, Regional Planning or related field, including professional training in programme or project management.
Experience	<ul style="list-style-type: none"> - Minimum of 7 to 10 years of relevant professional work experience in the development fields of project management and coordination, with a solid understanding of public administration, preferably in a justice and security context; - Strong understanding of inter-governmental working relationships and the UN system; - Demonstrated senior leadership capacity of complex projects to ensure delivery of results from the start-up phase through delivery and results monitoring; - Experience with multi-partner coordination involving government and international partners, at national and sub-national levels; - Experience in building partnerships with local community groups, civil society, local government, traditional leaders, etc.; - Experience in start-up and implementation of large scale projects targeting service delivery; - Proven technical skills, including, communications, reporting, monitoring and problem-solving; and - Experience in use of computer applications in preparation of technical reports.
Language Requirements	Fluency in English, both oral and written, is required

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Terms of Reference B – Ministry of Justice

National Justice and Security Joint Programme (JSJP) Manager

I. Post Information

Post Title: National Justice and Security Joint Programme Manager

Post Number:

Duty Station: Ministry of Justice (MoJ)

Organizational Unit: Liberia Peacebuilding Office and the MoJ

Supervisor / Grade:

Source of Funding: Peacebuilding Fund (PBF)

Duration: One year (with possibility of renewal for a second year).

Yearly salary: USD 60,000

Current Grade:

Proposed Grade: SES/TOKTEN
(equivalent)

Approved Grade:

Post Classified by:

Classification Approved by:

II. Organizational Context and Justification

Background

In September 2010, Liberia was formally placed on the Agenda of the United Nations Peacebuilding Commission based on a request from the Government of Liberia (GoL) in May 2010 to the UN Secretary General. In its letter of request, the GoL identified three areas: justice, security, and reconciliation as key priorities for peacebuilding and sustainable development. In particular, the GoL stressed the dire need for provision of justice and security at a more decentralized level and to foster reconciliation at the sub-national levels. In partnership with the United Nations, a three-year Liberia Peacebuilding Programme (LPP) has been developed to address the GoL priorities. The outcome areas covered by the programme include:

4. Strengthening the rule of law (Enhanced access to justice and community security through five regional hubs).
5. Supporting security sector reform (Functions of Justice and Security institutions supported previously by UNMIL interventions fully maintained).
6. Promoting National Reconciliation (Conflict sensitive regions are capacitated to address potential risks of relapse into violence and support peaceful conflict resolutions).

In order to ensure the successful implementation of the GoL priorities and the LPP in general and various activities of the Justice and Security components a Justice and Security Programme Manager (National) is being sought. The Programme Manager when recruited will be responsible to the Minister of Justice (MoJ) of the Republic of Liberia and the Special Representative of the Secretary General (SRSG) or her designee. The Justice and Security Programme Manager (National) will liaise and work with the Joint Steering Committee (JSC) Technical Advisory Group (TAG) on Justice and Security related to the LPP to prepare and submit monthly, quarterly, and annual reports to the Minister of Justice and SRSG. Copies of these reports will also be submitted to the JSC through the Peacebuilding Office (PBO.) Further, the Programme Manager will report directly to the Office of the Chief Justice or his designee on judiciary matters related to the Justice and Security component of the LPP. The Justice and Security Programme Manager will also support the implementation, of programme activities of the LPP, as set out in the costed action plan, joint programmes and annual work plans as may

be developed. S/he will have supervisory responsibilities over each of the Regional Hub Managers. The Justice and Security Programme Manager will also work closely with the PBO and project teams (including UN Recipient agencies and Government institutions and implementing partners) in all aspects of the programme and will help support and conduct monitoring and evaluation of the implementation of the LPP and assist in developing progress reports for the JSC, the MDTF, PBSO and the PBC.

III. Key Functions

In all key functions, the National Programme Manager collaborates closely with an International Programme Manager. For the benefit of sustainability, the two posts mirror each other during the first 12 months, with a view to the National Programme Manager taking on the full responsibility once the international counterpart completes his/her assignment.

Leadership and Oversight of Liberia Peace Building Programme (LPP) Justice and Security Components

- Supports the Government of Liberia (GoL), in consultation with the Technical Advisory Group on Justice and Security (JS TAG), in strategic planning, management, implementation, as well as monitoring and evaluation of the LPP justice and security components as defined in the LPP programme document. The Programme Manager is expected to maintain close coordination with national and international partners and ensure mindfulness of cross-cutting issues – with particular attention given to gender issues, conflict sensitivity, and human rights-based approaches (HRBA);
- Provides advice to the GoL and the UN Family, including UNMIL, the UNCT, PBSO and PBC on the vision and overall strategic direction of the LPP;
- Coordinates the production and dissemination of consolidated reports on the justice and security components of the LPP based on progress reports prepared by participating GoL, UN, and other participating organizations;
- Establishes, in collaboration with the GoL, UN, and other participating organizations, systems for project planning and implementation;
- Supports the Deputy Minister of Justice, in his/her function as JS TAG chair. This involves overseeing technical support to the various programme components as needed;
- Supports the GoL, in consultation with the JS TAG, to develop a risk management strategy for the justice and security components of the LPP;
- Supports the GoL, in consultation with the JS TAG, to develop strategic partnerships for overall effectiveness of the Regional Justice and Security Hubs. In particular, ensures that JS TAG meetings are used efficiently and effectively in support of implementation of the Joint Programme, including the Justice and Security Hubs;
- Maintains regular communications link to the Ministry of Justice and the Judiciary on judicial matters. The Programme Manager reports directly to the Minister of Justice on issues related to security as well as other issues requiring the attention of the Minister of Justice; and to the Chief Justice on issues related to judiciary;
- The Programme Manager, with support from the UNMIL Peacebuilding Advisor, will maintain firm relationships with the two branches of Government through close liaison with the Minister of Justice and the Chief Justice; and
- Supports the Liberia Peacebuilding Office (PBO) in its liaison and support functions to the JSC, PBSO and the PBC on issues related to the Joint Programme, including regular reporting.

Planning, Management, and Monitoring

- Oversees the planning of all JSJP interventions of the LPP through managing submission

CV

of programme and progress reports of GoL and UN implementing partners. This includes the timely preparation of detailed Annual Work Plans (AWPs), annual reports and budgets for all programme activities;

- Liaises with implementing partners on infrastructure works, capacity building and community outreach activities, as detailed in the Costed Action Plan;
- Ensures that lead UN agencies are delivering on LPP projects as set out in the Costed Action Plan and that they observe their staffing and financial commitments as set forth in the Programme document;
- Oversees performance tracking and management of implementing partners to ensure quality assurance and timely delivery of outputs;
- Ensures delivery of the programme activities. Towards this end, the Programme Manager periodically reviews results to achieve intended outcomes in accordance with a Monitoring and Evaluation Plan to be developed in collaboration with the LPP M&E Specialist located within the PBO; and
- Provides regular and timely monitoring of progress on programme implementation issues pertaining to the Hubs, including identification of potential risks to Hub operations. The Programme Manager is expected to apply problem solving skills where needed; and
- Liaises with relevant partners, focal points and the PBO for continuous monitoring and assessment as per the Monitoring and Evaluation framework established in the LPP. This is carried out in close coordination with the future position of an M&E Specialist to be based in the PBO.

Coordination and Development of Strategic Partnerships

- Coordinates and collaborates with the PBO, implementing partners and UN Agencies to facilitate building linkages amongst the various justice and security projects as well as between the Justice and Security Joint Programme and the activities under the National Reconciliation Programme. Hereunder, the Programme Manager is expected to facilitate the harmonization of approaches, aimed at promoting common interests and achievement of overall results and impacts;
- Provides technical support and guidance to the JS TAG where applicable;
- Support the JS TAG to ensure quality assurance in execution of the Justice and Security Joint Programme;
- Supports the PBO, other national partners, UN and PBC in resource mobilization efforts on behalf of the Joint Programme; and
- Liaises with UNMIL's Peacebuilding Advisor around the management and implementation of PBF funded activities.

IV. Impact of Results

The key results have an impact on the Liberia Peace Building Programme through:

5. Enhanced and effective justice and security service delivery at the regional level, thereby contributing to the planned goal of decentralization;
6. Improved confidence in justice and security sector institutions among local communities;
7. Reduced incidence of violence and greater reliance on Liberian justice and security sector professionals to provide effective services in support of UNMIL transition; and
8. Reduced levels of human rights abuses within the security sector.

V. Competencies and Critical Success Factors

Corporate Competencies

- Demonstrates commitment to UNDP's mission, vision and values;
- Demonstrates integrity by respecting the GoL's vision, values and ethical standards;
- Promotes the vision, mission, and strategic goals of the LPP;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability;
- Treats all people fairly without favoritism; and
- Projects a confident leadership style that encourages team spirit and cooperation.

Functional Competencies

Development and Operational Effectiveness

- Ability to lead strategic planning, results-based management and reporting;
- Ability to lead formulation and monitoring of management projects;
- Ability to be creative, flexible and proactive in order to provide continuous support to UN and GoL staff and partners in a challenging working environment;
- Solid knowledge of financial resources and human resources management, contract and asset management, procurement, information and communication technology, and general administration; and
- Ability to lead the implementation of new systems while promoting a re-engineering of existing business process; and
- Ability to motivate behavioral and attitudinal changes in security and justice sector staff.

Management and Leadership

- Builds strong relationships with clients, focuses on impact and result for the client and responds positively to feedback;
- Consistently approaches work with energy and a positive, constructive attitude;
- Demonstrates openness to change and the ability to manage complex programmatic activities;
- Leads teams effectively and shows mentoring as well as conflict resolution skills;
- Demonstrates strong oral and written communication skills;
- Remains calm, in control and good humored even under pressure; and
- Presents proven networking, team-building, organizational and communication skills.

Professionalism

- Demonstrated ability in managing and coordinating large scale multi-stakeholder projects

- and activities; and
- ❑ Ability to work independently with minimal supervision and to maintain flexibility
- Planning and Organizing**
- ❑ Demonstrated effective organizational skills and ability to handle technical work in an efficient and timely manner; and
 - ❑ Demonstrated ability to coordinate tasks to meet deadlines.
- Knowledge Management and Learning**
- ❑ Promotes knowledge management among justice and security professionals that promotes constructive assessment and builds on lessons learned for roll-out of Regional Justice and Security Hubs beyond the pilot phase (the Gbarnga Hub); and
 - ❑ Ensures that UNMIL’s D/SRSG on Recovery and Governance and the D/SRSG on Rule of Law, as well as the Minister of Justice and the Judiciary are adequately briefed at all times on developments and emerging challenges relevant to JSJP management and implementation progress.

VI. Qualifications	
Education	Minimum of a bachelor’s degree in management, public administration, regional planning or related field, including professional training in programme or project management. Advanced university degree (MA or MSc) is considered an asset.
Experience	<ul style="list-style-type: none"> - Minimum of 5 to 7 years of relevant professional work experience in the development fields of project management and coordination, with a solid understanding of public administration, preferably in a justice and security context; - Demonstrated senior leadership capacity of complex projects to ensure delivery of results from the start-up phase through delivery and results monitoring; - Experience in building partnerships with local community groups, civil society, local government, traditional leaders, etc.; - Proven technical skills, including, communications, reporting, monitoring and problem-solving; and - Experience in use of computer applications in preparation of technical reports.
Language Requirements	Fluency in English, both oral and written, is required

Terms of Reference C – Ministry of Justice

Manager of the Regional Justice and Security Hub in Gbarnga

I. Post Information

Post Title: Gbarnga Regional Justice and Security Hub Manager

Post Number:

Duty Station: Gbarnga Justice and Security Hub, Gbarnga, Bong County, LIBERIA

Organizational Unit: Ministry of Justice

Grade Level: SES equivalent

Source of Funding: Peacebuilding Fund (PBF)

Duration: One year (with possibility of renewal)

Yearly salary: USD 30,000

II. Organizational Context and Justification

Background

The Government of Liberia (GoL) has identified justice, security, and reconciliation as key priorities for peacebuilding and sustainable development throughout the country. Enhancing justice and security is paramount to the recovery of post-conflict states such as Liberia. In partnership with the United Nations and international partners, the GoL has developed a three-year Peacebuilding Programme (LPP). The LPP builds on ongoing interventions in justice, security, and reconciliation and supports existing programmes articulated by the Liberia National Poverty Reduction Strategy (PRS), National Capacity Building Strategy, and other planning frameworks that support national policy and programme coherence. It also mirrors the three outcome areas set forth in the Peacebuilding Priority Plan (PPP) for Liberia:

1. Strengthening the rule of law: Enhanced access to justice and community security through five regional hubs;
2. Supporting security sector reform: Functions of Justice and Security institutions supported previously by UNMIL interventions fully maintained; and
3. Promoting National Reconciliation: Conflict sensitive regions are capacitated to address potential risks of relapse into violence and support peaceful conflict resolutions.

The first two outcome areas have been merged into a Justice and Security Joint Programme (JSJP) developed by GoL institutions mandated to provide justice and security services in Liberia. These are chiefly located within the Ministry of Justice (Office of the Attorney General (OAG), Prosecution, Liberia National Police (LNP), Bureau of Immigration and Naturalization (BIN), Bureau of Corrections and Rehabilitation (BCR), and the Prosecution Department) and within the Judiciary (Office of the Chief Justice). Additional national institutional partners that have been involved in the formulation of Justice and Security activities include the Law Reform Commission (LRC), Independent National Human Rights Commission (INHRC), University of Liberia Faculty of Law, Liberia National Bar Association, as well as a range of civil society actors promoting justice and security issues.

As the United Nations Mission in Liberia (UNMIL) gradually reduces its presence and

increasingly hands over security responsibilities to the Government of Liberia (GoL), it is essential that security and related justice services are strengthened. Through a two-pronged approach that will strengthen national efforts to provide decentralized services, the Justice and Security Joint Programme (JSJP) supports the efforts of the GOL to focus on security and justice reforms that are underpinned by human rights, human security, and rule of law principles. The JSJP is aimed at strengthening security and justice institutions at the sub-national level that will ensure that security and justice services will be provided through a decentralized approach that builds county and local level capacity for essential service delivery to communities. This approach is meant to more effectively respond to crime and insecurity thus creating a safe and secure environment for conflict prevention and development through improved law enforcement, prosecution, legal assistance, adjudication, sentencing, and correctional services.

Strengthening justice and security through a service-centered and decentralized systems approach will be rolled out through the establishment of five (5) Regional Justice and Security Hubs that will each cover three (3) of Liberia's 15 counties. These Hubs will deliver key administrative and operational support to justice and security providers. At the core of the Regional Hub concept is the need for accessible, affordable, equitable, and effective justice and security services that are interlinked and include all elements and functionaries of the chain of justice including *law enforcement* (Liberian National Police and Bureau of Immigration and Naturalization regional commands); *prosecution* (through the Office of the Attorney General through the County Attorney's Office and City Solicitor function); *the Judiciary* (encompassing the Public Defenders' Office and the Courts) responsible for the adjudication of cases and sentencing functions with Public Defenders providing criminal legal defense to the accused; and *the sentencing function*, which includes the Bureau of Corrections and Rehabilitation (Prisons, Probation, Parole). A Public Information and Community Services Office will also form part of the hub with links to traditional authorities, alternative dispute resolution mechanisms, community watch groups, social services, and specialized support to juveniles, women, and other vulnerable groups in partnership with civil society and other stakeholders.

Gbarnga, the capital city of Bong County, will be the site of the first Regional Hub and will serve as a pilot for the remaining four Regional Hubs. The Gbarnga hub will support coverage of Bong, Lofa, and Nimba counties to enhance linkages and service delivery through strengthened infrastructure, communications, deployment and functionality of well trained justice and security personnel that can more effectively protect communities, enforce the law, and reduce crime and violence.

Reporting directly to the Justice and Security Programme Manager (through the Minister of Justice with links to the Judiciary), the Justice and Security Hub Project Manager will be responsible for effective oversight of the administrative and operational functioning of the Gbarnga Justice and Security Hub. S/he will be the senior manager for the hub with links to each of the Justice and Security functionaries through focal points. The Hub Project Manager will also be the chief link with county authorities, UN, international partners, civil society, and other stakeholders to ensure effective coordination and coherence in service delivery.

III. Key Functions

Administrative and Operational Oversight of Hub

The key activities of the **Hub Manager** include:

- Is responsible for the daily administrative and operational oversight of the Hub;
- Coordinates and collaborates with sectional chiefs of justice and security institutions at the Hub level, including the LNP/PSU, BIN, BCR and the Prosecution Department in support of the continuous provision of quality justice and security services at the regional level;
- Ensures coordination and develops strategic partnerships with local civil society organizations, communities and other strategic partners for overall hub effectiveness;
- Maintains line of communication to the Ministry of Justice and the Judiciary on judicial matters through the primary reporting line to the Justice and security Programme Manager;
- Contributes to a baseline study, measuring perceptions of justice and security service delivery, as required;
- Liaises closely with organizational management consultant/s to develop Administrative and Operational guidelines and procedures (SOPs) for the Hub. Once in place, the Hub Manager is expected to observe all SOPs and command and control procedures put in place for the Hub;
- Establishes regular coordination meetings with local civil society and communities as well as other strategic partners and stakeholders to share information and discuss emerging 'good' and / or 'promising practices';
- Submits regular monthly progress reports to the Justice and Security Joint Programme Manager, with copies forwarded to the Liberia Peacebuilding Office;
- Liaises regularly with justice and security focal points;
- Responds in an effective and timely manner to operational challenges and/or interruptions compromising effective Hub service delivery;
- Liaises closely with the Liberia Peacebuilding Office on matters that require the attention of the Joint Steering Committee (JSC) and the Justice and Security Technical Advisory Group (JS TAG); and
- Organizes weekly meetings with justice and security focal points.

Planning, Management, and Monitoring

- Liaises with UNDP and other service providers including civil society organizations and partners involved in capacity building and community outreach activities to assess progress of activities and report on them;
- Oversees performance tracking and management of implementing partners to ensure quality assurance and delivery of outputs on time;
- Monitors risks to Hub operations and develop risk management strategies; and
- Liaises with partners and focal points for continuous monitoring and assessment in accordance with the established Monitoring and Evaluation framework.

Coordination and Development of Strategic Relationships with institutions in and outside the hub

- Coordinates and collaborates with different sectional chiefs at the hub level including the LNP/PSU, BIN, BCR and the Prosecution Department, as well as other stakeholders to promote common interests and achievement of results;
- Provides logistical support and guidance to the sector security institutions delivering services from the regional hub.

IV. Impact of Results

The key results have an impact on the Justice and Security Programme through:

1. Enhanced and effective justice and security service delivery through decentralized approach;
2. Effective coordination amongst service providers at the hub;
3. Reduced incidence of conflicts between and amongst institutions serving the hub and the region;
4. Reduced levels of human rights abuses amongst service providers;
5. Increased trust in government justice and security institutions among communities and civil society organizations; and
6. Enhanced command and control system through compliance with the SOPs guiding the operations of the hub.

V. Competencies and Critical Success Factors

Corporate Competencies:

- Demonstrates integrity and commitment to UN principles, values and ethical standards;
- Promotes the vision, mission, and strategic goals of the Government of Liberia on national reconciliation as formulated in the LPP;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability;
- Treats all people fairly without favoritism; and
- Projects a confident leadership style that encourages team spirit and cooperation

Functional Competencies:

Knowledge Management and Learning:

- Promotes knowledge management among justice and security professionals that promotes constructive assessment and builds on lessons learned for roll-out of regional hubs beyond pilot phase.

Development and Operational Effectiveness :

- Ability to be creative, flexible and proactive in order to provide adequate support to staff and partners in a challenging working environment;
- Ability to lead strategic planning, results-based management and reporting;
- Ability to lead formulation and monitoring of management projects;
- Solid knowledge in financial resources and human resources management, contract and asset management, procurement, information and communication technology, and general administration;
- Ability to lead business processes re-engineering, implementation of new systems (business side), and affect staff behavioral/attitudinal change.

Management and Leadership:

- Builds strong relationships with clients, focuses on impact and result for the client and responds positively to feedback;
- Consistently approaches work with energy and a positive, constructive attitude;
- Demonstrates openness to change and ability to manage complexities;
- Leads teams effectively and shows mentoring as well as conflict resolution skills;
- Demonstrates good/strong oral and written communication skills;
- Remains calm, in control and good humored even under pressure;

- ❑ Proven networking, team-building, organizational and communication skills.

Professionalism:

- ❑ Demonstrated ability in managing and coordinating large scale multi-stakeholder projects and activities
- ❑ Ability to work independently with minimal supervision and to maintain flexibility

Planning and Organizing:

- ❑ Demonstrated effective organizational skills and ability to handle technical work in an efficient and timely manner; and
- ❑ Demonstrated ability to meet deadlines.

VI. Qualifications

Education:	Minimum of a Bachelor's degree in Management, Public Administration, or related field, including professional training in project management and operations and management. Advanced degree in regional planning or development studies is considered an asset.
Experience :	<ul style="list-style-type: none"> • Minimum of 7 years of relevant professional experience in coordination and project management with a solid understanding of the Liberian justice and security context; • Demonstrated senior leadership capacity to ensure delivery of results from the start-up phase through the delivery of results; • Experience with multi-partner coordination, including government and international partners at national and sub-national levels; • Experience in building partnerships with local community groups, civil society, local government, traditional leaders, etc.; • Experience with national and sub-national level coordination for decentralized service delivery; • Strong inter-personal skills, including demonstrated experience with multi-cultural team work, communications, reporting, monitoring and problem-solving; and • Experience in use of computer applications in preparation of technical reports.
Language Requirements:	Fluency in English, both oral and written, is required. Proficiency in local languages is considered a strong asset.

05

UNITED NATIONS PEACEBUILDING FUND

Project Transmittal Template
for approval by the Joint Steering Committee under
the Peacebuilding and Recovery Facility (PRF)

Liberia

Part A. Meeting Information <i>To be completed by the PBF JSC Secretariat</i>	
Date of Meeting: 1 November 2011	Recipient UN Organizations: UNDP & UNOPS
Priority Area: LPP Component 1: Rule of Law and Security Sector Reform	Total PBF Budget: US\$ 15,236,486

Part B: Project Summary <i>To be completed by the Recipient UN Organization</i>					
From: Dominic Sam, UNDP Country Director & Lakis Papastavrou, UNOPS Chief Technical Adviser & Head of Country Office	Date of Submission: 25 October 2011				
Contact (telephone / email): Dominic Sam: +231 6 995 555 / dominic.sam@undp.org Lakis Papastavrou: +231 6 809 102 / LakisP@unops.org					
Proposed Project, if approved, would result in:	Proposed Project resulted from:				
<input checked="" type="checkbox"/> New Project / Joint Project <input type="checkbox"/> Continuation of previous funding <input type="checkbox"/> Other (explain)	<input checked="" type="checkbox"/> National Authorities initiative within Priority Plan <input type="checkbox"/> UN Agency initiative within Priority Plan <input type="checkbox"/> Other (explain)				
Project Title: Joint Programme on Justice and Security (JSJP)					
Total Project Budget: US\$146,734,380					
PBF amount requested: US\$15,236,486.02 – US\$ 4,352,367.05 (funds allocated to UNOPS and UNDP under the Gbarnga Quick Start project)					
Total to be transferred: US\$10,884,118.97					
Amount and percentage of indirect costs requested:					
Projected Annual Commitments:	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 25%; border: none;"></td> <td style="width: 25%; border: none; text-align: center;">2011</td> <td style="width: 25%; border: none; text-align: center;">2012</td> <td style="width: 25%; border: none; text-align: center;">2013</td> </tr> </table>		2011	2012	2013
	2011	2012	2013		
Projected Annual Disbursements:	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 25%; border: none;"></td> <td style="width: 25%; border: none; text-align: center;">2011</td> <td style="width: 25%; border: none; text-align: center;">2012</td> <td style="width: 25%; border: none; text-align: center;">2013</td> </tr> </table>		2011	2012	2013
	2011	2012	2013		

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Narrative summary of Project

1. Background

The Justice and Security Joint Programme (JPJS) is a three year programme between the Government of Liberia (GoL) and the international community, based on the Liberia Peacebuilding Programme (LPP) which was developed by and amongst the GoL, the United Nations and national and international partners in May 2011. The JSJP builds on the LPP and the Peace Building Commission (PBC) Priority Plan for Liberia which was concluded on 26 January 2011. The programme will benefit from financial support from the Peace Building Fund (PBF), but the scope of the programme goes beyond that which can be directly funded under a financial allocation from the PBF solely and rather aims to respond to the key peacebuilding gaps in Liberia that fall under the rubric of rule of law and security sector reform – two of the three priorities for PBC engagement in Liberia (the other being national reconciliation).

In preparation for UNMIL transition the JSJP proposes a catalytic initiative to enhance access to justice and security at the regional and county levels with the development of five regional justice and security hubs, in addition to the provision of justice and security services that are urgently required. The vision behind the hubs is to provide a decentralized and holistic approach to security and justice service delivery and a means by which national agencies can provide effective security in preparation for UNMIL's transition. The holistic approach to the hubs envisions a balanced strengthening of justice and security institutions - law enforcement, the courts, state prosecution and defense, and corrections - both in terms of capacity and infrastructure; the enhancement of linkages between these institutions; and the development of relationships between the institutions and the communities they serve.

2. Purpose of Proposed Project

The Joint Programme on Justice and Security envisages that **four core outputs** will be delivered:

- Infrastructure, equipment, and other logistics for the effective performance of the regional hubs put in place;
- Justice and security service providers able to provide fair and accountable professional services;
- Justice and security service providers are responsive to community concerns; and
- Legal and policy frameworks in place that enable national authorities to better perform their duties in the justice and security sector.

The regional Justice and Security Hubs will enable this service delivery through the provision of five (5) regional headquarters (hubs) for the LNP and BIN, alongside other security agencies as required over time. These regional hubs form part of existing institutional strategic plans and will provide additional benefits for the LNP and BIN, namely:

- Strengthened command, control and communications linkages between the counties and Monrovia HQ;
- An operational and logistics base so as to enhance coverage and service delivery in the three counties serviced by each hub;
- Increased interoperability between the LNP and BIN which will enhance coherence and effectiveness, and ultimately save on costs.
- Allow the LNP and BIN to expand existing activities being undertaken with communities.
- Improve the accessibility of justice service to the local communities.

Establishing these regional headquarters will be a two-fold process:

1. Officers must be adequately trained, equipped and deployed; and
2. Infrastructure and systems critical for command and control and operational response must be in place. The Justice and Security Technical Advisory Group will be charged with providing greater clarity on how command and control within the hubs will operate.

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Part C: Technical Review

Composition of Technical Advisory Group:

Wilfred Gray-Johnson, National Executive Director (PBO/PBF Secretariat); Edward Mulbah, Senior Technical Advisor (PBO/PBF Secretariat); Sara Rendtorff-Smith, Associate Expert in Peacebuilding (UNMIL); Rory Keane, SSR Advisor (UNMIL); Freddie Taylor, Deputy Minister of Justice for Administration (MoJ); Rose Striker, Deputy Police Director for Administration (LNP); Hilary Siakor-Sirleaf, Assistant Minister for Corrections and Rehabilitation (MoJ); Archie Willems, Deputy Commissioner for Administration (BIN); Jane Grausgruber, UNPOL Policy Advisor (UNMIL); John Nielsen, UNPOL Deputy Police Commissioner (UNMIL); Ernestine Morgenawar, Court Administrator (Judicial Branch).

Technical Review Date: 26 October 2011

Evaluation of Proposal by the Technical Advisory Group:

This proposal has met the criteria for funding under the PBF and is in line with the Liberia Peacebuilding Programme (LPP).

<i>i) General principles and selection criteria</i>		
(a)	Is the Project explicitly based on PBF Priority Plan?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
(b)	Does the project build capacity within national institutions?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
(c)	Does the project promote and ensure national and local ownership?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
(d)	Does the organization and implementing partner(s) have the appropriate system to deliver expected results (also looking at earlier performance and project delivery)?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
(e)	Does the project avoid duplication of and significant overlap with the activities of other actors?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
(f)	Does the project use strategic entry points that respond to immediate needs and yet facilitate longer-term improvements?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
(g)	Does the project build on existing resources, capacities, strengths and experience?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
(h)	Can the Project be completed within 24 months?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
<i>ii) Relevance to peacebuilding criteria</i>		
(a)	Are peacebuilding and reconciliation aspects adequately addressed by the proposal?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
(b)	Are related gender dimensions taken into account and adequately addressed by the proposal?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
<i>iii) Project design criteria</i>		
(a)	Are the activities appropriate, practical, and consistent with the expected results?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
(b)	Are risks taken into account and is this analysis reflected in the structure and design of the logframe?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
(c)	Has the role of partners been identified and is their level of involvement and participation in the project satisfactory?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
(d)	Does the proposal include realistic provisions for monitoring and are the indicators at impact, outcome and output level adequate?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
<i>iv) Impact and Sustainability</i>		
(a)	Is the project likely to have a tangible/measurable impact on its target groups, especially in terms of building peace and reconciliation?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
(b)	Is the project likely to have multiplier effects, including scope for replication and/or extension?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>

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(c)	Does the proposal have mechanisms to ensure that it is sustained beyond the end date and PBF support?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
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Part D: Administrative Review
To be completed by the PBF JSC Secretariat

PBF Secretariat Review Date: 2 November 2011

Check on Project Document Content

<input type="checkbox"/> Signed Cover Page (first page)	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
<input type="checkbox"/> Logical Framework	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
<input type="checkbox"/> Project Justification	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
<input type="checkbox"/> Project Management Arrangements	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
<input type="checkbox"/> Risks and Assumptions	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
<input type="checkbox"/> Budget	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
<input type="checkbox"/> Indirect Support Cost (7%)	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
<input type="checkbox"/> Progress Report (for supplementary funding only)	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>

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Part E: Decision of Steering Committee

To be completed by the PBF JSC Secretariat and signed by PBF Steering Committee co-chairs

Decision of the PBF Joint Steering Committee

- Approved for a total budget of **US\$ 10,884,118.97**
- Approved with modification/condition
- Deferred/returned with comments for further consideration
- Rejected

Comments/Justification

The proposal has met all the PBF requirements and has been reviewed and approved by the JSC to be submitted to the MDTF-O and PBSO in New York.

Hon. Amara M. Konneh
Minister of Planning and Economic Affairs
Government Co-Chair, PBF Joint Steering Committee



Signature

Date: 12-2-2011

Mr. Moustapha Soumaré
Deputy Special Representative of
the Secretary-General (R&G)
UN Co-Chair, PBF Joint Steering Committee



Signature

Date: 8/12/2011

Part F: Administrative Agent Review

To be completed by the Administrative Agent

Action taken by the Administrative Agent: MDTF Office, UNDP

- Project consistent with provisions of the PBF Memorandum of Understanding and Standard Administrative Arrangements with donors

Bisrat Aklilu,
Executive Coordinator, MDTF Office, UNDP

Signature

Date